

OPEN GOVERNMENT PARTNERSHIP 2023-2024 ANNUAL REPORT



Open
Government
Partnership



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Introduction

The past year has been an important time to advance open government on the global stage, make progress across policy areas, and rally the community to launch a new collective vision for the Open Government Partnership (OGP). 2023-24 marked the first year of the 2023-2028 OGP strategy, which was built by and for the entire Partnership. OGP countries are starting to put the strategy to action, while the OGP Support Unit (SU), the Independent Reporting Mechanism (IRM), and the OGP Steering Committee have worked to further operationalize the new strategy.

This annual report summarizes the progress the Partnership has made across the OGP 2023-2028 strategy's five key objectives in the past year. This annual report aims to recognize the progress made by the members and partners that make up the Partnership, while conveying the role of the OGP Support Unit and the IRM in helping to realize the ambition of OGP. Specific activities and results from the OGP SU and the IRM are noted in line with the deliverables in the OGP SU's 2023-2024 work plan.

About OGP

The Open Government Partnership (OGP) aims to inspire, connect, and enable an ever-growing community of reformers and champions from government and civil society to take action together. Today, the Partnership includes 75 national governments, more than 150 local governments, and thousands of civil society organizations. In the face of pressing global challenges, OGP government and civil society reformers drive forward commitments and actions that make governance more transparent, inclusive, participatory, and accountable. They do so through a unique co-creation [process](#) that provides everyone a seat at the table, generates concrete reform commitments, and is monitored by an in-depth reporting process.

OGP commitments by the numbers

In 2023, 55 OGP members submitted an action plan, including 39 countries, 14 local jurisdictions, and Kosovo. Since 2011, reformers have made more than 5,400 reform commitments through OGP. The Independent Reporting Mechanism (IRM) reviews these commitments, enabling learning and accountability. Below are some IRM insights into OGP commitments.

AMBITION

45% of 4595

have the potential to change the status quo

COMPLETE

61% of 3044

are substantially or fully completed

EARLY RESULTS

24% of 2521

have made government significantly more open



PROGRESS UPDATE ON THE 2023-2028 STRATEGIC GOALS



STRATEGIC GOAL 1:

Build a growing, committed, and interconnected community of open government reformers, activists, and champions

OGP Support Unit 2023-2024 work plan deliverables:

- Deliverable 1: Ensure the 2023 OGP Global Summit galvanizes action for the strategy and re-energizes the community
- Deliverable 2: Expanding leadership programs to advance open government reforms



Participants and organizers of the OGP Global Summit in Estonia. Photo by Ardo Kaljuvee, Karli Saul and Mihkel Leis.

The OGP Global Summit in Tallinn

The Government of Estonia and OGP Civil Society Co-Chair Anabel Cruz co-hosted the OGP Global Summit in Tallinn, in September 2023 - the first in-person OGP global summit since 2019. The Summit enabled substantive discussions within and between civil society, governments, partners, and funders, helping to build momentum and leverage for reformers to advance their agendas. For example, through Kenya's new role as an OGP Steering Committee Co-Chair, sustained high-level engagement, and connections with funders, the OGP Global Summit solidified Kenya's commitment to advance its digital governance agenda through its next action plan. Similarly, after an Indonesian commitment on expanding legal aid for vulnerable persons won an OGP Award at the Summit, high-level officials have become more invested in moving forward implementation. Highlights of the Summit include:

- ▶ **The Summit was attended by 1549 participants from 101 countries**, including 90+ high-level representatives from national and local governments.
- ▶ **OGP's 2023-2028 strategy was embedded throughout the agenda** (43 sessions, 4 plenaries, high-level roundtables, the OGP Camp, and side events). In particular, the strategy for the themes of digital governance, anti corruption and civic space was advanced through a combination of workshops, keynotes and high level political roundtables.

- ▶ **OGP held the first-ever OGP Local Assembly**, attended by over 90 mayors, governors, high-level officials, and civil society leaders. **The Parliament of Estonia, with the Open Parliament e-Network also hosted a parliamentary side event.** Both local leaders and parliaments were integrated throughout the main agenda. Participants shared insights on how local governments are empowering communities, fostering innovation, building partnerships, and achieving measurable impact through adopting open government practices.
- ▶ **The Open Gov Challenge was launched** (more information under Strategic Goal 4).
- ▶ **Feedback from the Summit indicates that the sessions were well attended and received**, including that there was a diverse group of new and regular actors represented, the Summit was strong on community networking and galvanizing the community, and that participants left the Summit knowing the strategy and the Open Government Challenge.
- ▶ **Secured resourcing for OGP's 2023-2028 Strategy** with new funding agreements signed at the Summit with the European Commission, the UK Foreign, Commonwealth & Development Office (FCDO), and the United States Agency for International Development (USAID).



In collaboration with the Transformative Leadership for Excellence Institute and the Open Contracting Partnership, OGP launched the Asia-Pacific cohort of the Open Government Leadership Collaborative in March 2023. Photo by OGP.

Leadership and training programs on open government

As part of OGP's 2023-2028 Strategy, the Partnership is better equipping open government leaders with the tools they need to succeed and making connections among different parts of the community. In 2023, this included the following:

- ▶ **Open government leaders in the Asia Pacific region and in Europe convened in OGP's flagship Open Government Leadership Collaborative program**, with a cohort in the Asia Pacific Region dedicated to advancing open contracting, and a cohort in Europe dedicated to advancing the Open Gov Challenge on participation, focused on mainstreaming and institutionalizing public participation.
- ▶ **OGP partnered with schools** including Transparency International (TI) Lithuania's School on Integrity, the African Development Bank and their Public Finance Management Academy for Africa, and the Regional School of Public Administration in the Western Balkans to support the delivery and embedding of OGP principles in training and exchange programs.

FEEDBACK FROM THE 2023 OPEN GOVERNMENT LEADERSHIP COLLABORATIVE COHORTS IN EUROPE AND ASIA

"It was a wonderful two and a half days of connecting with others and with oneself, learning from the experts, gaining new knowledge, understanding the process, challenges and triumphs of others in open contracting. There is much that can be done in the Asia Pacific Region to change the status quo on open contracting. I am grateful to be part of this collaborative from whom I can learn and share a lot."

"I learnt techniques for building trust with the public and the value proposition which I'm using for my work. Most unexpected and crucial part of the program – importance of leading self and learning tools for mindfulness, breathing and relaxation."

"I have attended many other leadership programs and they always focus on reducing a huge workload by prioritization, delegating – leaving things behind. This is the first time ever I have been taught tools for myself – tools which can help me accomplish more with more calmness and more energy. This is of utmost importance and very vital for OG work."

OGP AWARDS AT THE OGP GLOBAL SUMMIT

The OGP community is made up of thousands of relentless, inspiring, and deeply committed reformers striving to make a difference. To recognize reformers at the forefront of advancing open government, OGP launched an award for “Inspirational Reforms” at the 2023 OGP Global Summit in Tallinn, Estonia. With 47 applications from national members and local members all around the world, 10 reforms were recognized with awards at the Summit, with three honorable mentions. All winners are listed [here](#). Below are a few spotlighted reforms.

GHANA Financial Audits

OGP Awardee 2021–2023



Session on the importance of internal auditing by the Internal Audit Agency at Accra Technical University. Photographer unknown.

Audit reports consistently show that Ghana loses vast sums of money due to corruption and weak financial management. However, this issue persists because audit recommendations are largely not implemented. As part of its OGP action plan, Ghana established 597 Audit Committees charged with implementing audit recommendations. These new commissions led to more government agencies submitting annual audit plans, and to new prosecutions of cases involving financial irregularities.



CONTAGEM, BRAZIL Medicine Availability Platform

OGP Awardee 2023



Aqui Tem Remédio has enabled Contagem's populations to access information on medication availability with relative ease. Photo by local team in Contagem.

Municipal pharmacies in Contagem, Brazil face shortages of several essential drugs. [Aqui Tem Remédio](#) is a digital platform that enables the public to track the availability of medicines across pharmacies. The data is updated in real-time and geo-referenced. Within four months of its launch, the platform saw an increase in user access, a decline in user complaints, and served 6,000 more prescriptions. More than 1,000 people access the platform every day.



NANDI, KENYA Open Data Desk

OGP Awardee 2021–2022



Members of the Nandi county government with civil society partner Open Institute at the launch of the Nandi Data Desk. Photographer unknown.

Citizens in Nandi County were previously unable to monitor local government expenses and activities. [The Nandi Data Desk](#)—a centralized data platform designed in collaboration with civil society—solved this problem. The public can now access and visualize key information, such as government budgets, education opportunities, environmental metrics, and public projects—all on one, easy-to-access portal.



INDONESIA Legal Aid for Vulnerable Groups

OGP Awardee 2018-2024



A budget allocation discussion for the legal aid initiative was held with relevant stakeholders from government and civil society in Indonesia. Photographer unknown.

Vulnerable persons and groups are prone to face more obstacles in accessing justice. In collaboration with civil society and citizens, the government standardized assessments of vulnerability and provision of services by legal aid providers, expanded funding for legal aid to cover non-litigation needs and revised the Legal Aid Law. Since 2018 approximately 73,000 individuals received free legal aid, including stay-at-home mothers, unemployed persons, children, farmers, and trade workers.





STRATEGIC GOAL 2:

Make open government central to how all levels and branches of government function and deliver on their priorities

OGP Support Unit 2023-2024 work plan deliverables:

- Deliverable 3: Deepen country-level action
- Deliverable 5: Advance and enhance OGP Local



The OGP Summit, among other events, provides avenues for country reformers to learn from each other's experiences and reinforce a collective strategic direction. Photo by OGP.

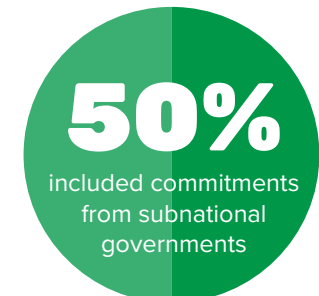
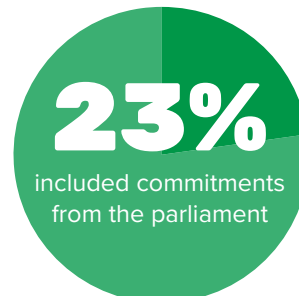
Country-level action

In 2023, **55 OGP members submitted an action plan**, including 39 countries, 14 local jurisdictions, and Kosovo.

- ▶ This represents 80 percent of the national action plans and 43 percent of the local action plans due in 2023 – the **largest number of action plans received in a single year since 2016**. This signals a strong continued interest in OGP from members, a resonance of the strategy with members, and the Summit serving as a galvanizing instrument for action. This shows that there is also expanding engagement from across sectors and levels of government, a key priority in the 2023-2028 strategy.

EXPANDING OPEN GOVERNMENT ACROSS ALL LEVELS AND BRANCHES

Of the national action plans received:



IN A SUBSET OF COUNTRIES, REFORMERS WERE SUPPORTED IN ACTING ON AND SHOWING RESULTS IN SOME OF THE NEW DIRECTIONS SET BY THE STRATEGY.

Some highlights of this include:

THE PHILIPPINES included open government and OGP as key instruments for the participatory governance metrics underpinning the Philippine Development Plan 2023-2028 and adopted an Executive Order institutionalizing OGP in the country. The Philippines will also be launching OGP Lokal - an initiative led by the national government to broaden and deepen open government efforts at the local level, beyond the action plan.



ARMENIA has adopted open government principles and included OGP as an implementation mechanism for its public administration reform and anti-corruption strategies. Armenia has also used OGP to implement commitments made in other global fora such as Summit for Democracy (S4D), with a particular focus on anti corruption.



MOROCCO launched the Moroccan Network of Open Local Governments (REMACTO), with a current reach of 126 local governments now using OGP-like processes to develop local open government action. OGP also [recognized](#) this innovative project for an honorable mention through an award at the 2023 OGP Global Summit, including [this video](#).



OGP WAS ABLE TO RESPOND TO OPEN WINDOWS OF POLITICAL OPPORTUNITIES IN A SUBSET OF COUNTRIES, IN COLLABORATION WITH COUNTRY ACTORS, AND PARTNERS.

Highlights include:

BRAZIL: Over the last year, Brazil has reengaged in OGP as an active member and champion for the Partnership. With OGP's support, Brazilian stakeholders are broadening the domestic co-creation process and the multistakeholder forum, and the government is in process of developing its open government strategy. Brazil will also host America Abierta from 3-6 December, 2024, which will serve as a moment for Brazil to exercise political and thematic leadership in the region.



HONDURAS: After re-establishing their national multi-stakeholder forum, the Honduran government conducted its widest national co-creation process, reaching all territories of the country, to deliver its fifth national action plan which included commitments on Escazú, gender, open justice, and several anti corruption commitments related to their National Transparency and Anti-Corruption Strategy.



MALAWI: Malawi has used OGP's platform to build trust between civil society and government as the country implements the OGP action plan adopted at the end of 2022 with a focus on transparency and anti-corruption. OGP has also helped to build political and partner support for Malawi's OGP process, including by leveraging the 2023 OGP Global Summit.



MOLDOVA: Moldova adopted its 5th action plan - the first under the progressive pro-European administration that came into power in 2021 - including public participation commitments relevant to its accession to the EU, monitoring the implementation of its new access to information (ATI) law, and ensuring transparency in the evaluation of the country's implementation of the United Nations Convention against Corruption.



Additionally, OGP has been **following up on recently opened windows of opportunity, such as in Poland and Zambia**, encouraging these countries to join the Partnership.

IRM IN ACTION

The Independent Reporting Mechanism (IRM) is the OGP’s accountability arm and the main means of tracking progress in participating countries. It provides independent, evidence-based and objective reporting to hold OGP members accountable and support their open government efforts with learning and recommendations. In 2023, IRM’s support helped to drive forward progress on reforms, as shown in the case studies below.

CASE STUDY: GHANA

In 2023, the IRM provided a [Co-Creation Brief](#) to help inform the development of Ghana’s fifth action plan. It helped the Point of Contact (POC) understand where Ghana could improve its OGP processes and how to move forward with policy areas of interest to national stakeholders. For example, Ghana created a [Google Drive repository](#), which brings the country closer to meeting the updated Standards’ minimum requirements. The IRM met with the Ghanaian POC and CSO co-chair at the OGP Global Summit and discussed the IRM report schedule and upcoming results assessment. Ghana’s self-assessment report for the previous plan indicates that lessons gained from IRM guidance and the action plan revision process will be considered in the co-creation of the next action plan.



CASE STUDY: PHILIPPINES

[At an awards ceremony in May 2023](#) the Philippines’ national OGP secretariat used IRM findings to recognize reformers for their successful OGP commitments. This offered positive reinforcement to those working to open government, and to motivate those who had lagged behind. The IRM Results Report for the country’s fifth action plan found that five of its commitments achieved open government results – so the Philippines OGP secretariat decided to grant awards to those responsible for the commitments. Special recognition was given to a commitment expanding local freedom of information ordinances across the Philippines which, according to the IRM report, made a major step forward in government openness. Afterwards, representatives of the Philippine government, civil society and the IRM discussed effective practices and constraints in implementing open government reforms, keeping the country’s next action plan in sight.



In 2023, IRM published

over 60 products to hold OGP members accountable and support their open government efforts.

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Action Plan Reviews

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Results Reports

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Co-Creation Briefs

“It’s very helpful for the government to have recommendations during the mid-year implementation period. Once again many thanks to the IRM team for the work you have done!”

—Eastern Partnership,
Government Point of Contact



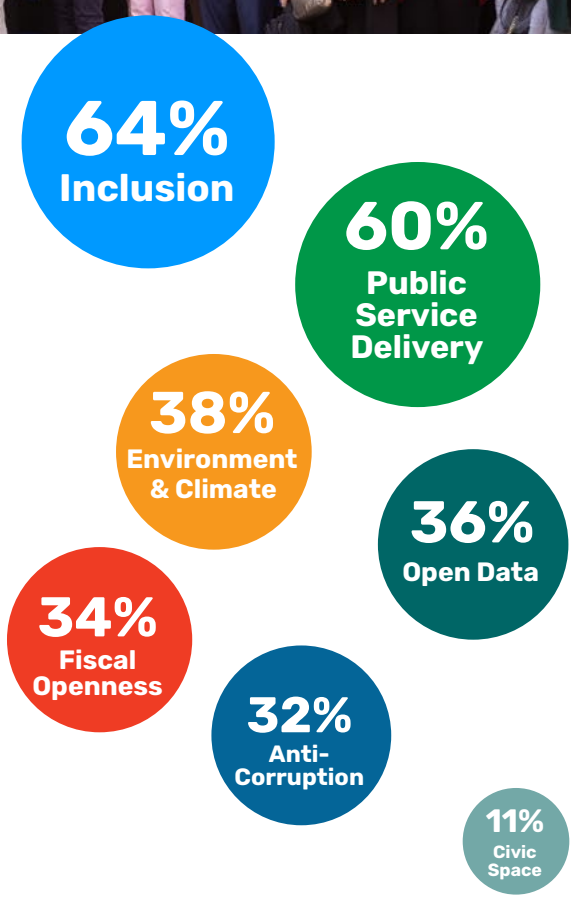
The OGP Local Assembly representation at the Global Summit in Estonia. Photo by Mihkel Leis.

Advancing and enhancing OGP Local

In 2023, OGP Local continued to be strengthened, supporting the delivery of open government reforms through its members, strengthening political leadership, providing visibility to reforms and reformers, and strengthening the offer for support delivery of ambitious commitments in key thematic areas. Other highlights include:

- ▶ **47 OGP Local members are currently implementing an action plan.** 14 new plans were submitted in 2023.
- ▶ **[55 new local jurisdictions joined OGP in 2024](#)** following a call for applications to OGP Local launched in 2023, receiving a record 138 applications to join the program. This new cohort will be the first to be onboarded after the adoption of the 2023-2028 OGP Strategy.
- ▶ **A report published by the IRM found that local members are increasingly using co-creation practices and commitments to address the needs of underrepresented communities and build inclusion, while centering on opportunities for public participation.** The IRM [report on the 2021-2022 Local Action Plans](#) published in 2023 looked at what co-creation looked like in OGP Local processes, what local reforms have achieved and the factors that shaped the reforms.

- ▶ **Member-led communities of practice – [OGP Local Circles](#) – on Climate Action and on the 2030 Agenda and the Sustainable Development Goals (SDGs) continued to convene** and provide inspiration to members on driving progress in these areas. The governments of Scotland and Buenos Aires, along with the World Resources Institute are leading the OGP Local Circle on Climate Action, with the Province of Cordoba, Argentina and the city of São Paulo, Brazil leading the OGP Local Circle on 2030 Agenda and SDGs.
- ▶ **OGP Local is expanding its partnerships to amplify the role of local governments and open government across partners.** For example, OGP partnered with the United Nations Development Programme (UNDP) and United Cities and Local Government (UCLG) to deliver an [online campaign](#) that highlights how open government can support SDG localization through examples of OGP Local members and in doing so, reached a wider audience of local government reformers. OGP is also partnering with People Powered to involve OGP Local Members in the [Climate Democracy Accelerator](#), a program designed to kickstart the development of participatory democracy initiatives focused on public participation to mitigate or manage the changing climate.



These numbers summarize the most popular policy areas or approaches from the current active OGP Local action plans. The numbers represent the percentage of active local action plans with at least one commitment relevant to the respective thematic area.

REFORM IN ACTION

Engaging the Judiciary in OGP

Emerging champions in Indonesia, Philippines and the Dominican Republic

OGP's 2023-2028 strategy sets out to increase the awareness and engagement of different branches and levels of government in open government efforts. The justice system is one of the primary ways members of the public protect their rights and hold their governments to account. In 2023-24, fresh OGP SU approaches helped to drive the inclusion of the judiciary branch in open government, including within the countries profiled below.

In the **Philippines**, for example, the Supreme Court is now leading two commitments in the current action plan on improved access to legal service, and the establishment of more Justice Zones and enhancement of existing ones. These commitments came about from the lead OGP Ministry's (Department of Budget and Management) desire to broaden OGP work and identify more champions. The OGP SU

supported intergovernmental discussions, including with concrete examples of how OGP is being used by the Judiciary and Ministries of Justice across the Partnership, and ways in which the Judiciary in the Philippines could be included in the co-creation of Philippines' 6th OGP national action plan.

In **Indonesia**, building a broader coalition of governmental stakeholders on justice commitments and spotlighting them through OGP awards have helped to propel promising commitments. Indonesia's commitments on legal aid have come from the work of a coalition of legal aid organizations, and through OGP's support, there has been recent proactive engagement of the Supreme Court of Indonesia access to justice commitments in Indonesia's current action plan. One of these commitments, *Expanding Legal Aid for Vulnerable Persons and Groups in Indonesia*

was recognized with an [OGP Award](#) at the 2023 OGP Global Summit (as noted above), creating new political incentives for senior officials from the Ministry of Law and Human Rights to be engaged in its implementation. Beyond the Supreme Court, the Attorney General's Office has shown strong engagement in participating in the open government process. Indonesia's 2022-2024 action plan includes a promising commitment to guarantee proper accommodation for persons with disabilities by the Attorney General's Office.

The OGP Global Summit was also a key opportunity to engage the judiciary branch in the **Dominican Republic**, which sent a delegation of senior officials to discuss opportunities of how the Judiciary could be engaged in the development of the new action framework.



STRATEGIC GOAL 3:

Protect and Expand Civic Space

OGP Support Unit 2023-2024 work plan deliverables:

- Deliverable 4: Advance ambition, implementation, and leadership on thematic priorities
- Deliverable 3: Deepen country-level action



Expanding civic space and human rights was a focus of the global peer exchange workshop co-hosted by OGP and the Government of Kenya in March this year. Photo by OGP.

Encouraging civic space action and cultivating champions

In 2023, the OGP community continued to face challenges and shifts in the external environment on civic space across most OGP members. In Europe, the introduction of the EU Foreign Agents Law threatens to restrict the operating environment for CSOs, while creating a dangerous precedent for civil society crackdowns elsewhere. Several European countries have introduced legislation that curtails the right to protest. Among members in the Africa and Middle East region, there is a trend towards unconstitutional changes in government and anti-government protests. In the Americas, a series of elections have been accompanied by increasing polarization and political instability. In Asia, there is a continuing trend towards sustained intimidation and threats to journalists and civil society activists, including in OGP member countries. Despite these challenges, members are using the OGP platform to protect or expand civic space. Highlights include:

- ▶ A **third** of currently active national action plans and a **fourth** of local action plans have commitments relevant to civic space. Similar to [averages for commitments](#) in other areas, 44 percent of commitments on civic space are ambitious, with 59 percent of commitments completed. However, only 10 percent of OGP civic space commitments achieve strong early results, a gap that OGP is aiming to address by prioritizing civic space in the 2023-2028 OGP Strategy.

COUNTRY EXAMPLES

DOMINICAN REPUBLIC

The lead OGP ministry in the Dominican Republic is creating a **National Civic Space Strategy**, which was an initiative initiated by the lead minister, facilitated by the OGP SU, and supported by the International Center for Not-for-Profit Law (ICNL), with the aim of strengthening civil society and civic space in the country. Once passed, this could act as a model for other countries in the region and beyond.



GHANA

In Ghana, government and civil society created a **commitment on tackling disinformation that is consistent with free speech in the country's fifth OGP action plan, with the OGP SU's support**. Core to the commitment is the use of media literacy, public education and fact-checking to tackle disinformation, as well as a review of the legal framework for tackling disinformation based on a human rights assessment.



KENYA

In Kenya, in response to concerns about the disproportionate response of security agencies towards protests, the country's multi-stakeholder forum worked on an **OGP commitment related to police engagement during protests**. The OGP SU has previously facilitated civil society and government engagement on this issue in other countries including Nigeria.



TUNISIA

In Tunisia, civil society and the government are **spotlighting the risk of shrinking civic space**, with the potential adoption of a new civil society law. In parallel, within the co-creation of the next national action plan, reformers are creating a civic space draft commitment with the OGP SU's support on strengthening the governance of NGOs to improve civic space.



► **Reformers are coming together to share learning and build cross-regional networks on civic space. Examples in the past year (2023-24) include:**

- ◆ Using the [Democratic Freedoms Learning Network \(DFLN\)](#) reformers convened to help shape narratives on the value of civil society and how expanding civic space can help make countries more resilient and successful.
- ◆ Reformers from nine countries across all regions participated in an OGP SU-organized peer exchange on Tackling Disinformation and Online Abuse, discussing priorities for open government members working at the intersection of disinformation, gender equality, participation, and online harm.

- ◆ OGP creates space for cross-regional sharing between civil society reformers, as evidenced by OGP's enabling of a largely self-led African CSO network that currently brings together more than 100 civil society actors from 17 Francophone countries. With support from the Programme d'Appui aux Gouvernements Francophones (PAGOF 2) funded by Agence Française de Développement (AFD), the network has outlined an [ambitious agenda](#) for thematic learning and sharing in 2024.



STRATEGIC GOAL 4:

Accelerate collective progress on open government reforms

OGP Support Unit 2023-2024 work plan deliverables:

- Deliverable 4: Advance ambition, implementation, and leadership on thematic priorities
- Deliverable 3: Deepen country-level action



The Prime Minister of Cabo Verde, José Ulisses de Pina Correia e Silva attended the OGP Global Summit to share his country's experience advancing several thematic areas through OGP. Photo by OGP.

Open Gov Challenge

At the OGP Global Summit in Estonia, OGP **launched the [Open Gov Challenge](#)**, which is intended to channel the ideas and energy of the OGP community into lasting policy change to tackle current and future challenges. The Challenge will incentivize all members of the Partnership to raise the ambition of reforms in ten key areas, including anti-corruption in the next five years.

In parallel, **the [Open Gov Guide](#) has been revamped as a key tool for reformers undertaking the Challenge, with several new chapters released**, with contributions from many of OGP's thematic partners. The Open Gov Guide includes recommended reforms, example commitments, partners, guidance and standards, intended to support reformers as they co-create and implement digital governance reforms.

THE OPEN GOV CHALLENGE





A high-level roundtable on new and emerging technologies was held at the OGP Summit, highlighting digital governance as a key thematic priority for OGP. Photo by Karli Saul.

Advancing thematic priorities with key partners and donors

Over the past year, OGP members have deepened country and local action and participated in peer learning on the thematic priorities identified in the Strategy, with the support of OGP thematic partners and funders. Below are highlights on thematic progress:

► **Over the past year, 85 percent of OGP national members and 63 percent of local members participated in at least one peer exchange.** These peer exchanges covered 30 different topics, most commonly anti corruption, civic space, and digital governance. Since the launch of the Open

Gov Challenge, these have also socialized the Challenge, encouraging members to develop and submit commitments that take action on the Challenge's priority areas.

► **OGP has solidified justice as a core open government theme and as a key intersectional area for commitments.** Justice is a popular policy area for reform that has become an even greater priority in recent years, with half of active national action plans currently including a justice commitment. Justice commitments are often highly effective,

particularly those related to open justice. In line with the OGP Strategy's goal to expand the coalition of stakeholders engaged in open government reform, judiciaries are becoming the lead implementing institutions for justice commitments in a growing number of countries, with over a quarter of 2022 justice-related commitments being implemented primarily by judiciaries. In 2023-24, targeted support from the Charles S. Mott Foundation and partnerships with global and country partners such as RIJA (International Open Justice Network), Judicial Integrity Network ASEAN, Pathfinders, Legal Empowerment Network and African Centre for Excellence on Access to Justice, among others, have enabled OGP to provide justice-specific support to country stakeholders (going beyond more general support provided by the OGP SU for general OGP processes such as commitment design workshops, multistakeholder forum meetings, etc.) including in Albania; Costa Rica; Ecuador; Honduras; Kenya; Mexico; Montenegro; and the Philippines.

► **OGP strengthened gender and inclusion as a key priority while securing its integration as a vital cross-cutting component of open government.** Widespread interest from OGP members and dedicated support from a broad range of OGP donors has helped to position gender and inclusion as a key priority not only as its own thematic area, but also as an important intersectional approach to other thematic areas such as digital governance, justice, and civic space. Inclusion is currently the third most popular thematic area of focus for OGP commitments, with nearly 60 percent of OGP countries with an active action plan currently implementing a gender-related commitment. In 2023, with support from the International Development Research Centre (IDRC),

OGP supported civil society organizations working at the intersection of gender and other thematic areas: in Colombia, to drive gender integration into the co-creation process resulting in a substantially gender mainstreamed action plan; in Kenya, to support the inclusive design of a digital governance commitment; and in Costa Rica, where civil society is working to design an open state roadmap to tackling technology-facilitated gender-based violence.

► **OGP is driving domestic momentum on digital governance-related commitments**, a growing area of interest among OGP members, with greater focus in the past year via an FCDO grant supporting inclusive and responsible governance of digital technology. Digital governance is one of the fastest growing topics in OGP, with 40 percent of national action plans having contained a digital governance commitment in the past couple of years. In the past year, country-level highlights include: a) the successful inclusion of commitments on ethical, safe, inclusive, responsible and human rights-centered digital transformation and services within Kenya's fifth national action plan, b) the buy-in of stakeholders and the co-creation of a commitment on tackling disinformation in Ghana's fifth national action plan, c) bringing together a strong ecosystem of open government reformers in Indonesia with a thematic entry point of digital democracy and inclusion, despite an uncertain political climate with upcoming elections, and d) the opening up of space

for policy intersections between digital governance and civic space in the Dominican Republic and in Kenya, with support from the OGP SU.

► **OGP is continuing to drive progress in anti-corruption, both at a country and global level.**

With support from key donors and through joint efforts with partners, OGP members are mainstreaming key financial transparency and integrity policies, particularly open contracting and beneficial ownership transparency, in countries and across anti corruption global fora and networks. Longstanding collaboration with partners such as the Open Contracting Partnership, Open Ownership, Extractives Industry Transparency Initiative, Transparency International and others has been vital in extending technical assistance to members adopting and implementing anti-corruption commitments. [Anti-corruption is consistently a popular and impactful area for OGP commitments](#), and over the past year, there is an increasing focus on particular sub-areas such as beneficial ownership transparency, which is one of OGP's fastest-growing areas for action, with over one-third of active national action plans currently include a beneficial ownership commitment. This heightened interest is also linked to the 2022 Russian invasion of Ukraine, spotlighting the increasing urgency to eliminate the loopholes used by kleptocrats globally. Countries ranging from Armenia to Nigeria, Slovakia, and the UK

have adopted beneficial ownership reforms, with Canada using the OGP platform to [successfully pass legislation in 2023](#) to adopt a beneficial ownership registry to end 'snow-washing' following a sustained civil society-led campaign.

► **OGP is deepening existing partnerships and developing new ones to build momentum for action on climate and environment.**

The role of open government to strengthen the implementation of legislation, strategies or agreements on climate, environment and/or the energy transition is a key exploratory area within the Open Gov Challenge. The 2023 OGP Summit in Estonia featured a dedicated track on climate and environment with discussions on the energy transition, bridging different communities working on climate change, and participation in policymaking, among others. In the past year, OGP has supported the implementation of People Powered's Climate Democracy Accelerator through OGP Local; supporting European Center for Not-for-Profit Law (ECNL) in efforts to protect the rights of environmental defenders; and discussing with the secretariat of the Aarhus Convention (on Access to Information, Public Participation in Decision-Making and Access to Justice in Environmental Matters) on how OGP domestic processes could help address Convention compliance issues.

REFORM IN ACTION

Windows of Opportunity in Digital Governance

Spaces for reform in Kenya and Ghana

As part of the Open Gov Challenge, OGP members are beginning to work towards strengthening transparency and public oversight of Artificial Intelligence, data processing, and automated decision-making policies, especially those governing the public sector, actions and reforms.

In **Ghana**, Senior Presidential Advisor, Hon. Yaw Osafo-Maafa kick-started the development of Ghana's 5th OGP action plan with a focus on digital governance as a priority policy area. The OGP SU and the Public Sector Reform Secretariat jointly hosted a discussion identifying mis/disinformation; digital inclusion; surveillance, human rights and data security; and data sharing for public service delivery - as areas of focus. This discussion led to the inclusion of a commitment to address mis/dis-information in Ghana's first four year action plan.

The commitment specifically targets mis/disinformation around elections, salient all the more in light of Ghana's upcoming 2024 election. The co-creation process also brought new government bodies such as the Ministry of Communications, National Information Technology Agency, Ministry of Information, Information Services Department and Cyber Security Authority into the OGP Ghana community.

The Government of **Kenya** has also prioritized digital governance and transformation for their co-chair year, with commitments that were included in the new four year action plan (2023 - 2027). In March 2024, OGP and the Government of Kenya co-convened a cross-regional peer learning workshop on open, accountable digital governance – with considerations of human rights and civic space at its heart - with key policy officials

from 15 countries and a cross-section of civil society experts. Countries came together to define principles for open, accountable digital governance, develop country roadmaps reform, and build links into global discussions. Philip Thigo, OGP's government Point of Contact, the President's Special Envoy on Technology and a member of the UN Secretary General's AI Advisory Body hosted the convening.

Both Ghana and Kenya's domestic processes are being enabled by support from the UK Foreign, Commonwealth & Development Office (FCDO), opening spaces for new country reformers working on digital governance reform to develop commitments in their new action plans.



STRATEGIC GOAL 5:

Become the home of inspirational open government innovations, evidence, and stories

While goal 5 was not reflected in a specific deliverable in the OGP SU 2023-2024 work plan, activities to advance it were embedded in other deliverable areas. Progress updates on activities are provided in this section.

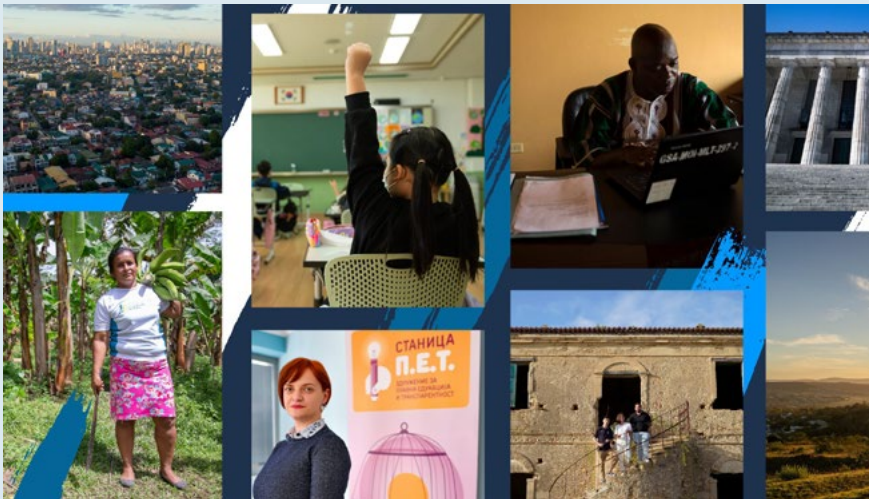


OGP CEO Sanjay Pradhan presents awards to reformers in Ukraine for advancing the open government agenda during the Russia-Ukraine war. Photo by Mihkel Leis.

Communications and knowledge products

Key communications and knowledge products released in 2023-24 that showcased the Partnership's work included:

- ▶ An [updated resources page on the OGP website](#) that simplifies searching, filtering, and accessing over 2500 items ranging from member's information, publications, case studies, stories, OGP process guidance, data and visualizations, and more.
- ▶ The [Data Dashboard](#) launched as a one stop shop for accessing open data from more than 5000 commitments and 400 action plans from national and local members. This also includes visualizations by region, commitment performance, and trending policy areas.



► **The Open Government Guide**, as noted earlier, produced together with a range of partners from the community, is a significant output in 2023, intended as a valuable resource to the OGP community in coming years.

► In addition to regular knowledge products, a range of timely and inspirational publications released as OGP and with partners, including:

- [Investing in Openness: Business Engagement in Open Government Reforms](#)
- [Keeping Good Company \(Financial regulation reforms for governments\)](#)
- [Returns Made Real \(How investors can advance open government\)](#)
- [National actions for financial system integrity \(professional services\)](#)
- The fact sheet on [Open Government and the Escazú Agreement](#)
- The [Reforms to Watch Series, with Transparency International and Data for Development](#).



► OGP released 67 video interviews where government and civil society representatives working with OGP Local shared their experiences using open government values as a tool to face challenges in their jurisdictions. See the full series on local reformers on [YouTube](#). OGP also used other channels to increase the visibility of local reformers including the OGP Local Round-up, social media cards, blogs, and 'Faces of Open Gov'. In total, more than 160 local news stories were shared in 2023.

VOICES OF Open Government

human group media

Open Government Partnership

► New episodes of **Voices of Open Government**, the OGP Podcast exploring in depth conversation with reformers from government and civil society across the globe.



European Commissioner for International Partnerships Jutta Urpilainen and OGP CEO Sanjay Pradhan launch the Partnership for Democracy and Accountability to strengthen democracy and improve citizens' lives across the globe through open, inclusive, and accountable government. Photo by Ardo Kaljuvee.

OGP Support Unit Financial Resilience and Organizational Health

OGP SU 2023-2024 work plan deliverables:

- Deliverable 6: Increase fundraising efforts for the strategy
- Deliverable 7: An OGP Secretariat and governance fit for purpose

Fundraising

► In 2023-24, OGP made a concerted effort to reduce the \$2.1M fiscal gap it was facing in 2022 due to a 30 percent shortfall in revenue due to donors being impacted by geopolitical pressures and strategic shifts. This was achieved with a combination of cost reduction measures, strategic management of reserves, and a strong fundraising strategy. As compared to 2022, when many funders in the democracy and governance space had reduced or diverted their funding, OGP secured new funding agreements in 2023 with DG INTPA, FCDO, Hewlett Foundation, Packard Foundation, OSF, and USAID, and additional funding from Sida. This effort has brought OGP to a healthier fiscal situation, however, the OGP SU will continue to expand its fundraising efforts in the coming years to maintain financial resilience and sustainability.

Country contributions:

► Aligned with the financial sustainability actions taken in 2023-24, the OGP SU, with the support of the OGP Steering Committee and a matching grant from the Hewlett Foundation, made a concerted effort to increase country contributions. This included engaging non-paying members and increasing the amounts for country contributions for the first time since the contribution levels had been established in 2015. In 2023, OGP received contributions from 325 countries totaling \$2,950,034 surpassing the \$2,700,000 goal for 2023-24. Five of these were first-time payers: Chile, UK (first contribution beyond the scope of a foreign aid grant), Burkina Faso, Malawi, and Mongolia. With these first-time payments, OGP has so far raised more than 50 percent of the \$500,000 required for the matching grant made by Hewlett Foundation to incentivize higher and new payments until the end of 2024.



The OGP Support Unit at the Estonia Summit. Photo by Ardo Kajuvee, Karli Saul and Mihkel Leis.

Fit-for-purpose Secretariat

► In 2023-2024, the OGP SU has taken a number of steps to improve organizational effectiveness and ensure that it is set up to deliver on the strategy. Resulting changes include a new organizational structure and roles within the OGP SU, including a leaner Senior Leadership Team for more effective decision-making, strategic direction, and oversight

over the three main functional areas Operations and Finance, Global Programs, and Country and Local Programs. Other team structures have also been revised to ensure smooth and efficient management of programs and appropriate cross-team coordination. Changes are viewable on the [OGP website staff page](#), to reflect the new organogram.

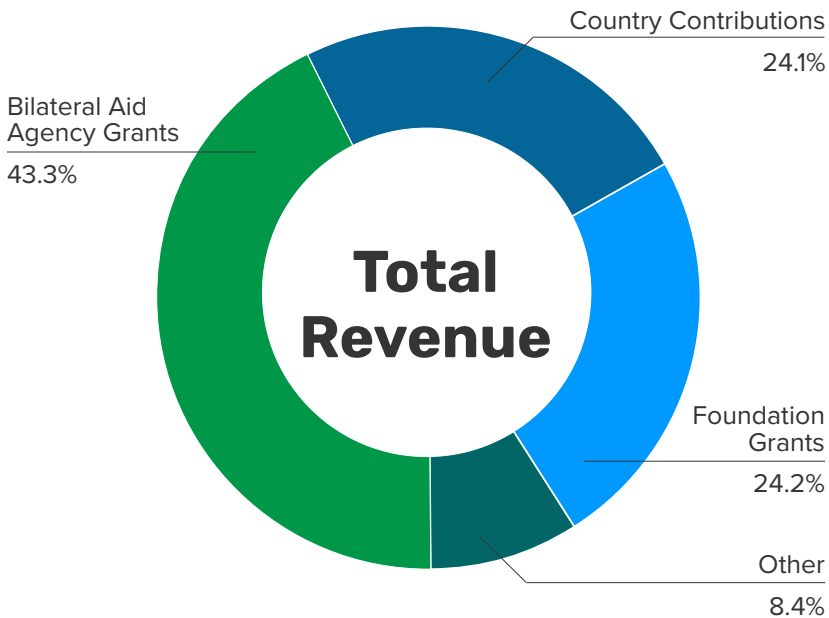
► OGP has updated its results framework in 2023-2024 to align it with the strategy. As the strategy is intended to be for the Partnership as a whole, OGP will report on progress, challenges, and inspiring stories from the Partnership, as well as share out data and insights from the OGP SU and IRM. The updated results framework will be released in the coming months.

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
Bilateral Aid Agency Grants	\$5,025,100	\$5,300,203
Country Contributions	\$2,700,000	\$2,950,034
Foundation Grants	\$2,954,959	\$2,964,094
Other	\$39,375	\$1,024,890
TOTAL	\$10,719,434	\$12,239,221



FY 2023-24 Funders

Bilateral/Multilateral Support

- Agence Française de Développement (AFD)
- European Commission - Directorate-General for International Partnerships (DG INTPA)
- 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 - Multi-Donor Trust Fund

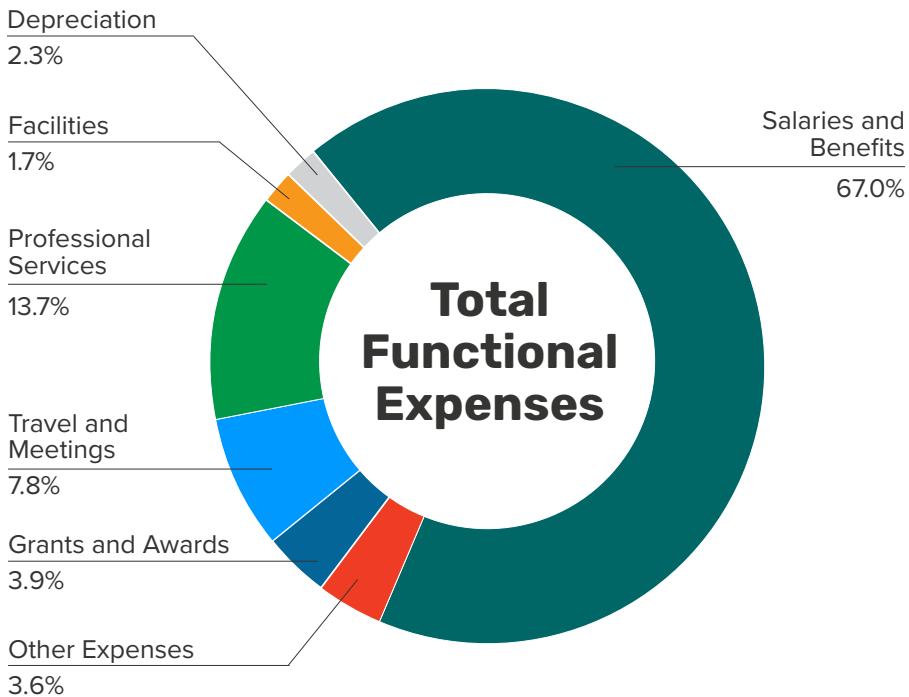
[Contributions from 32 national member governments](#)

Foundation Grants

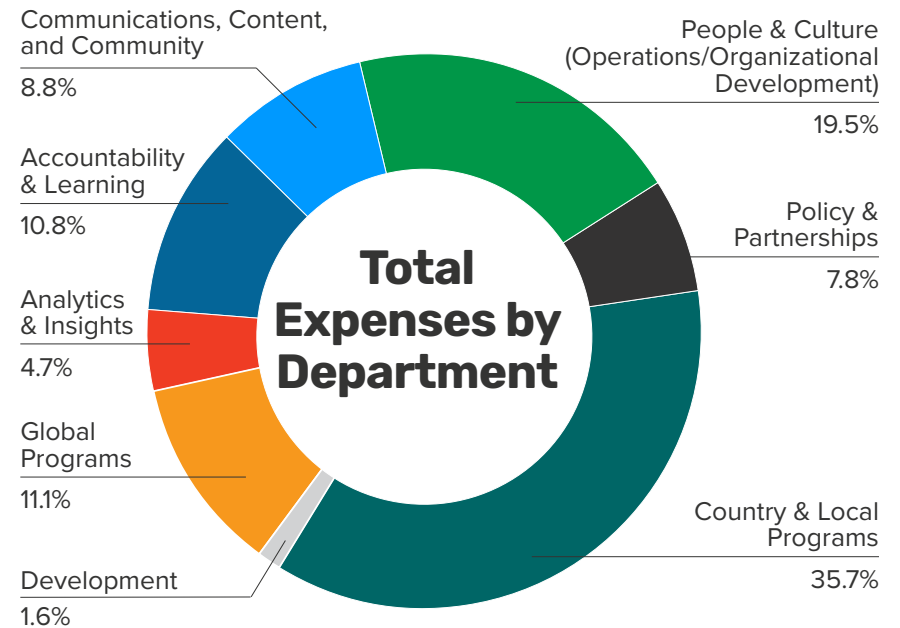
- Charles S. Mott Foundation
- Ford Foundation
- Luminate
- Open Society Foundations
- Packard Foundation
- William and Flora Hewlett Foundation

Expenses

Functional Expenses	Actual
Salaries and Benefits	\$7,770,762
Professional Services	\$1,586,097
Facilities	\$196,993
Travel and Meetings	\$900,533
Grants and Awards	\$454,968
Other Expenses	\$422,356
Depreciation	\$261,623
TOTAL	\$11,593,331



Expenses by Department	Actual
Accountability and Learning	\$1,254,530
Analytics & Insights	\$547,435
Communications, Content, and Community	\$1,024,942
Country & Local Programs	\$4,133,341
Development	\$182,458
Global Programs	\$1,291,161
Policy & Partnerships	\$903,115
People & Culture (Operations/Organizational Development)	\$2,256,349
TOTAL	\$11,593,331



All data in this Financial Transparency section are based on statements as of March 31, 2024.



CHALLENGES AND LESSONS LEARNED



The OGP Camp at the Summit provided space for collective reflection on the OGP 2023-28 strategy, and its challenges and opportunities. Photo by Mihkel Leis.

OGP global summits, like the one held in Estonia in 2023, are important and valuable in-person opportunities to connect, and OGP is seeing the impact of the connections formed across country stakeholders, partners, and funders by meeting in-person, as well as spotlighting reformers and reforms on the global stage. Despite this, it is a significant undertaking that can reduce the time spent by the OGP Secretariat on other potential areas of work. There were also significant challenges with securing visas for stakeholders from regions such as Africa. In a post-COVID context, securing high-level political participation in summits has become more challenging. It will be a key priority for the upcoming regional meetings in 2024-25.

The 2023-2028 OGP Strategy is ambitious and is built for the entire Partnership, yet OGP has also made a strategic choice to focus and prioritize for deeper impact. As part of the decision-making process on operationalizing the 2023-2028 OGP Strategy, there has been a tension between needing to reinforce open government as a tool and platform for reforms on a large scale, while also deepening and narrowing into particular thematic areas and countries to show impact and significant results. The Open Gov Challenge is one reflection of this strategy process, with a specific set of 10 focus thematic areas on which OGP will collectively raise ambition. Specifically for the OGP SU, there is a need to navigate what services and support will be offered to members that can raise their effectiveness while also prioritizing efforts to support where there is the greatest potential for impactful reforms.

Civic space continues to be a key challenge across OGP members, hampering OGP processes and broader civic engagement. Civic space is a priority within the 2023-2028 OGP Strategy, and priorities in the coming year will include providing intensive support to at least four members implementing civic space commitments (e.g. coordinating partners to provide technical support; organizing targeted peer exchange on reforms; connecting donors and funding to reformers and reforms, creating positive value propositions). Protecting and sustaining civic space is also a Partnership-wide responsibility, and accordingly, OGP Steering Committee members will serve as role models by adopting civic space commitments and/or advocating and supporting OGP peers as they move towards civic space reforms.

For many in the field of open government and transparency, including the OGP SU, the funding landscape is increasingly shifting towards restricted grants rather than core support grants. For the OGP SU, this has required organizational shifts to reflect a more targeted focus on achieving grant deliverables, while still keeping in line with OGP's core mandate. Targeted grant support towards specific countries and/or specific thematic areas can often provide much-needed momentum and country-level funding to unlock progress on reforms. Yet, ultimately, OGP's core model is premised on agendas being domestically driven and owned, and ensuring that priorities remain domestically-driven as compared to funder-driven is increasingly important to ensure the sustainability of reforms. The OGP SU is increasingly working in a donor convening and coordination role to help ensure funding is responsive to the needs of member countries and partners, including through domestic donor roundtables and global donor coordination meetings. The Open Gov Challenge will also be a useful pathway to align thematic donor funding with thematic commitments made by OGP members.

The background is a solid teal color. It is decorated with several vertical strips of photographs showing natural scenes like mountains, water, and trees. A large black rectangle is centered on the page, containing the text 'LOOKING FORWARD' in white, bold, uppercase letters.

LOOKING FORWARD



2023–2024 served as a transition year for the OGP SU and IRM 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.

With elections, civic space concerns, and geopolitical conflicts shaping the external environment, building a stronger political coalition and support for open government values and approaches at local, national, and global levels remains essential. Meeting the moment will need strategic prioritization from the entire Partnership - the OGP SU and IRM, the OGP

Steering Committee, member countries, and partners. 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.

- ▶ **In this [year of elections](#), there will be many implications for OGP's work in light of potential government transitions.** 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. Depending on the context, telectoral transitions can open windows of opportunity or hamper OGP processes. With partners, OGP will work to identify champions and build a coalition of committed reformers to boost co-creation processes and follow-through on commitments even in the situation where a government may change.
- ▶ **Three OGP regional meetings are scheduled to take place in 2024-25** - an Africa and Middle East regional meeting in Kenya (TBC), América Abierta in Brazil (3-6 December, 2024), and the Asia Pacific regional meeting in the Philippines (TBC). These regional meetings offer opportunities to continue to use major OGP events to advance goals on building stronger regional and global political coalitions and a growing interconnected community of reformers.

- ▶ **The OGP SU will continue operationalizing the 2023-2028 strategy as part of the [OGP SU 2024-25 Work Plan](#) through four key deliverables:**

DELIVERABLE

1

DEEPEN COUNTRY ACTION

By investing priority countries, enhancing OGP Local, and improving the action framework and member services.

DELIVERABLE

2

ADVANCE AMBITION, IMPLEMENTATION, AND LEADERSHIP ON THEMATIC PRIORITIES

By advancing the Open Gov Challenge in four priority areas: civic space, digital governance, anti-corruption, and public participation.

DELIVERABLE

3

BUILDING A STRONGER GLOBAL ECOSYSTEM FOR OPEN GOVERNMENT

By organizing fresh OGP events, a new approach to content, communication and community engagement, expanding leadership and training, and other priorities.

DELIVERABLE

4

STRENGTHENING THE FINANCIAL RESILIENCE AND ORGANIZATIONAL HEALTH OF THE OGP SECRETARIAT

By shaping new funding relationships for the OGP SU and beyond, boosting country contributions, and building on existing donor partnerships.

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:

