**Overview of 2016 OGP Strategic Refresh**

The Open Government Partnership is approaching its fifth anniversary and its fourth global summit. In just five years OGP has grown from eight founding governments to 69, and from nine founding civil society leaders to 1000s of civil society organizations. Collectively over 2500 individual reform commitments have now been made using the OGP platform. The momentum and scale of actions has been impressive. Now OGP faces a test: how do we collectively deepen our impact so that in the next five years and beyond OGP is used to deliver evermore transformative change for citizens? To date only 12% of OGP commitments are assessed to be potentially transformative and only 6% are potentially transformative and completed; these percentages represent an overarching challenge and need to be raised significantly over the next phase of OGP.

The OGP Steering Committee agreed at its May Cape Town meeting that OGP should undergo a strategic refresh, building on the existing strategy to outline a vision for greater impact in the next five years. The refresh will be led by the Steering Committee, including a vital role for the principals such as OGP ministers and civil society leaders. As such the strategic refresh will be an opportunity to set out how OGP can be reinvigorated at the political level. The Support Unit will organize the process of the refresh under the guidance of the Governance and Leadership (GL) subcommittee of OGP, and will ensure an inclusive consultation, including with national government officials and civil society organizations who are implementing open government reforms day-to-day. The refresh should also surface a set of strategic choices for OGP to consider as it enters its 5th year, including choices related to the institutions of OGP such as the Steering Committee and Support Unit.

This strategic refresh will be completed for the Paris summit in December, and will also form the basis of a renewed approach to OGP funders. The initial discussions of the Steering Committee in Cape Town, as well as subsequent conversations within the Governance and Leadership subcommittee, and consultations with government points of contact and civil society leaders in regional and global forums (e.g., Africa and Americas regional OGP meetings, London Anti-Corruption Summit), have highlighted several proposals for key strategic directions for the next phase of OGP. The planned consultations will inform and enrich these directions forward. The key areas that have emerged thus far include:

* Improving the support offered to participating governments and civil society, with an added emphasis on countries that offer new windows of opportunity for transformational impact (e.g., new OGP entrants or new administrations);
* Increasing thematic leadership within OGP, so that across a set of priority issues governments and civil society organizations are working together to raise their collective ambition to solve common challenges and learn from each other;
* Moving to genuine co-creation between government and civil society, and strengthening efforts and incentives to protect and enhance civic space;
* Broadening the sectoral focus of OGP (e.g., across SDGs), and complementing the emphasis on government transparency and disclosure with a greater focus on soliciting citizen feedback and government responsiveness to that feedback, for instance on service delivery;
* Broadening the collective buy-in and enthusiasm for OGP across line ministries in Cabinet and across a broader range of civil society actors, and attracting new actors into OGP who have a pivotal role to play, such as subnational governments, parliaments, youth and the private sector.
* Providing stronger capacity building support for the co-creation and implementation of OGP action plans, including through collective leadership workshops on OGP for Cabinets, civil society organizations and multi-stakeholder coalitions, and through financial support from multilaterals and a multi-donor trust fund, positioning OGP as a key platform to be supported by financing institutions.
* Ensuring that OGP events and summits are fully leveraged to become action-forcing moments for policy change and peer learning, and OGP is positioned as an integral instrument for delivering on global agreements such as the SDGs and the London Anti-Corruption Summit commitments;
* Addressing the challenge that ‘OGP is the most interesting thing no one has heard of’ with a much more compelling value proposition of OGP for key stakeholders (governments, civil society, multilaterals/aid agencies) and a big push on strategic communications.

A key goal of the strategic refresh will be to identify the relative roles of the OGP principals (participating governments and civil society organizations), partners (e.g., bilateral and multilateral institutions), and the Support Unit to support the emerging strategic directions. Given a number of political transitions among the founding countries and civil society organizations, as well as the rapid growth of OGP, an overarching imperative is to refresh and mobilize the collective leadership of OGP principals to lead a dynamic global movement on open governance, demonstrate transformative impact in their countries, support other countries to do the same, and galvanize other countries and partners to join the OGP movement.

**Core inputs for the strategic refresh:**

* A critical input into the strategic refresh will be the [mid-term review of OGP’s current strategy](http://www.opengovpartnership.org/node/9371), which is aiming to produce interim findings in November. The review will examine OGP’s theory of change, and what is working and not working. It will examine OGP’s country level engagement, global work and thematic leadership. The main findings of the mid-term review will inform the key directions of the strategic refresh to be launched at the Paris Global Summit in December 2016, while more granular implications will be taken up in an Implementation Plan to be developed in early 2017. The review will also examine OGP’s ‘rules of the game’ and assess whether policies like the eligibility criteria, response policy and consultation guidelines are working as intended. These implications will be reviewed and decided upon by the Steering Committee in the months following the Global Summit in December 2016. The mid-term review is being carried out by external consultants to ensure its independence, guided by an evaluation committee including Steering Committee members.
* Interview and group conversations with members of the OGP community with provide vital inputs to the strategic refresh. This will include questions both on the retrospective mid-term assessment and prospective strategic direction. This would consist of:
  + Group conversations with members of the OGP civil society community and other stakeholders;
  + Interviews with a targeted group of OGP thought leaders and practitioners, including: (Former) Steering Committee members; OGP Ambassadors; A sample of IRM researchers; A sample of OGP civil society organizations; A sample of OGP governments; A sample of OGP’s funders; Support Unit and IRM staff.
* Synthesis of recent IRM reports.
* Analysis of OGP National Action Plans.

**Support Unit team:**

A core Support Unit team will support this Steering Committee led process, for both the strategic refresh and the mid-term review. The Support Unit core team will provide process support and integration for both tasks, for example by helping recruit external consultants for the mid-term review. The Support Unit will also ensure an integrated consultation process for both tasks with key stakeholders, for example the planned group conversations with the civil society community led by Steering Committee members. The team will consist of Joe Powell, Munyema Hasan, Tinatin Ninua, under the overall direction of Sanjay Pradhan.

**Timeline:**

* May-June: Governance and Leadership subcommittee discussion on overview of the refresh.
* June: Launch of OGP mid-term review process.
* June: OGP all-staff retreat workshop on areas for future growth and ambition.
* June-October: On-going interviews and consultation with OGP community.
* July: Paris workshop with principals, including government and civil society leaders from the Steering Committee, to get political input.
* September UNGA: OGP Steering Committee ministerial discussion on emerging themes in the strategic refresh.
* Early November: Consultants deliver an interim report from mid-term review, including analysis of the theory of change and the first 5 years of OGP.
* Late November: Steering Committee review of strategic refresh incorporating implications of mid-term review interim findings.
* December: Launch of strategic refresh during high level state of the partnership plenary session in Paris at the fourth global summit.
* January - April 2017: Steering Committee considers recommendations from the mid-term review and potential changes to the ‘rules of the game’; Support Unit - IRM develop an implementation plan for the strategic refresh.