

GOVERNMENT POINT OF CONTACT MANUAL



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01 THE ROLE OF AN OGP GOVERNMENT POINT OF CONTACT

In this section you will find:
Basic information on the main domestic and international responsibilities of an OGP point of contact based on the Articles of Governance and Support Unit Guidance.

The point of contact for the Open Government Partnership (OGP) is the person responsible for coordinating a participating government's domestic and international OGP activities. This person is a working-level counterpart to a ministerial-level representative. The role is crucial and multidimensional: points of contact are at the forefront of transparency, participation, and accountability efforts for an OGP country.

The following list outlines the responsibilities and activities of an OGP point of contact:

I. DEVELOP AND IMPLEMENT AN AMBITIOUS NATIONAL ACTION PLAN (NAP) IN PARTNERSHIP WITH CIVIL SOCIETY ORGANIZATIONS (CSOs)

Throughout the NAP cycle, the point of contact should:

- **Engage with the Support Unit** to update the regional lead on progress developing and implementing the NAP. The point of contact should also provide updates on ministerial- and working-level changes within governments and on any changes to the general political context. The Support Unit has developed a brief information package to guide new government points of contact and will officially write to new ministers when they take office.
- **Engage with civil society and other stakeholders** on an ongoing basis. This includes the establishment of a multi-stakeholder forum, as per the OGP's Participation and Co-creation Standards (see Section 4).

During the NAP development process, the point of contact should:

- **Engage with the Support Unit** to learn how to structure and plan the NAP development process, use all available resources, and discover which international best practices could be applied to the national context.
- **Use previous Independent Reporting Mechanism (IRM) reports** to identify and address areas for improvement, including the five key recommendations of the report (if applicable).
- **Contact and work with other government ministries** involved in relevant topics that emerge during the co-creation process. These topics could include improving accountability, fiscal transparency, natural resource transparency, access to justice, anti-corruption, public service reform, and access to information, among others.
- **Engage with civil society and other stakeholders** in developing the NAP, as per the OGP's Participation and Co-creation Standards (see Section 5).

During the NAP implementation period, the point of contact should:

- **Engage with the Support Unit** to provide updates on commitment implementation and broker multilateral support for conducting ongoing consultation and monitoring.
- **Maintain regular communication with ministries** responsible for implementing specific commitments.
- **Engage with civil society and other stakeholders** in implementing and monitoring the NAP, as per the OGP's Participation and Co-creation Standards (see Section 6).

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- **Request support from OGP working groups** for advice and technical expertise when needed.
- **Maintain and update** a Commitment Completion Dashboard.
- **Maintain and update** an online repository of all documents that show completion of commitments.

At a minimum, the Point of Contact must produce a Self-Assessment report as a reflection of ongoing engagement with civil society and other members of the multi-stakeholder forum.

This report involves:

- **Consulting and involving CSOs**, as per OGP's Participation and Co-creation Standards (see Section 6).
- **Following Section 7 of this booklet and engaging with the Support Unit** for advice on Self-Assessment report procedures.
- **Contacting responsible ministries** to obtain progress reports on commitment implementation.

The Independent Reporting Mechanism (IRM) will appoint an independent researcher to conduct an evaluation of the NAP and progress of implementation. The point of contact should:

- **Engage with the IRM team and the local researcher** to understand the progress report's methodology and contents. The IRM Procedures Manual is available [here](#).
- **Provide information and contacts** to the IRM local researcher.
- **Provide comments and input** on draft versions of the report.
- **Participate in the country's IRM report launch event and collaborate with the researcher to secure high-level participation.** IRM launch events are strategic opportunities for learning and re-engagement, and the events are often used as an opportunity to launch co-creation processes.

II. ACTIVELY PARTICIPATE IN REGIONAL AND GLOBAL OGP EVENTS

The Support Unit works with host countries and international CSOs to organize global and regional meetings and events. These are designed to keep OGP energized, to foster high-level political support, and to provide an opportunity to learn from CSO and government counterparts. The Support Unit relies heavily on points of contact to organize government participation at these events. Points of contact should:

- Participate in all global OGP events and all relevant regional events.
- Inform senior government officials about OGP events and activities and facilitate their participation.
- Encourage ministerial attendance at regional events and global summits.

III. FULFILL THE FOLLOWING OTHER DUTIES

As required, the point of contact should also:

- **Vote in Steering Committee elections.** The Steering Committee guides the ongoing development and direction of OGP, maintaining the highest standards for the initiative and ensuring its long-term sustainability. The Steering Committee is composed of 22 members—11 government officials and 11 civil society representatives. Governments vote annually to elect between two and four government representatives for three-year terms. Governments interested in joining the Steering Committee should submit their letter of application when nominations open each year. The Support Unit organizes the

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election process, in partnership with an independent company that administers the election.

- **Ensure facilitation of annual financial contributions to OGP.** All OGP-participating governments are asked to make annual contributions to the Support Unit to fund IRM reports, international events, and support for the OGP process in country. The Support Unit will provide all the information necessary to make this process as simple as possible. More information about government financial contributions can be found online [here](#).
- **Help organize any external visits from the OGP community** (e.g., Support Unit staff, Steering Committee members, other OGP governments).
- **Support occasional requests for information related to OGP research projects.** OGP commissions researchers to visit OGP countries and investigate the short- and long-term impact of OGP initiatives. The government agencies that coordinate and implement these initiatives provide valuable insights to OGP researchers.

Beyond this guidance, each point of contact is assigned a counterpart in the Support Unit to assist throughout OGP participation. This person will respond to any additional questions.

02 OGP CALENDARS AND TIMELINES

In this section you will find:

- The timeline and key due dates for all activities and products related to your country's participation in OGP.
- Information and links to all OGP Country Calendars.
- Rules regarding delays, extensions, and consequences of late delivery of OGP Action plans or Self-Assessment Reports.

This section outlines the long-term calendar for all OGP-participating countries. The Support Unit, based on rules issued by the OGP Steering Committee, provides governments and civil society with this information so they can plan accordingly and avoid delays.

I. TWO-YEAR ACTION PLAN CYCLE

OGP-participating countries work in a two-year National Action Plan (NAP) calendar cycle without gaps between the end of the last action plan and the beginning of the new one. This means every country will be implementing a NAP at all times, although individual commitments and milestones still vary in length.

In order to achieve this, countries will draft their new NAPs during the last six months of implementation of the previous NAP. The OGP Support Unit will work closely with countries during this important time to provide support and guidance. Please see Subsection 2.3 for rules regarding delays.

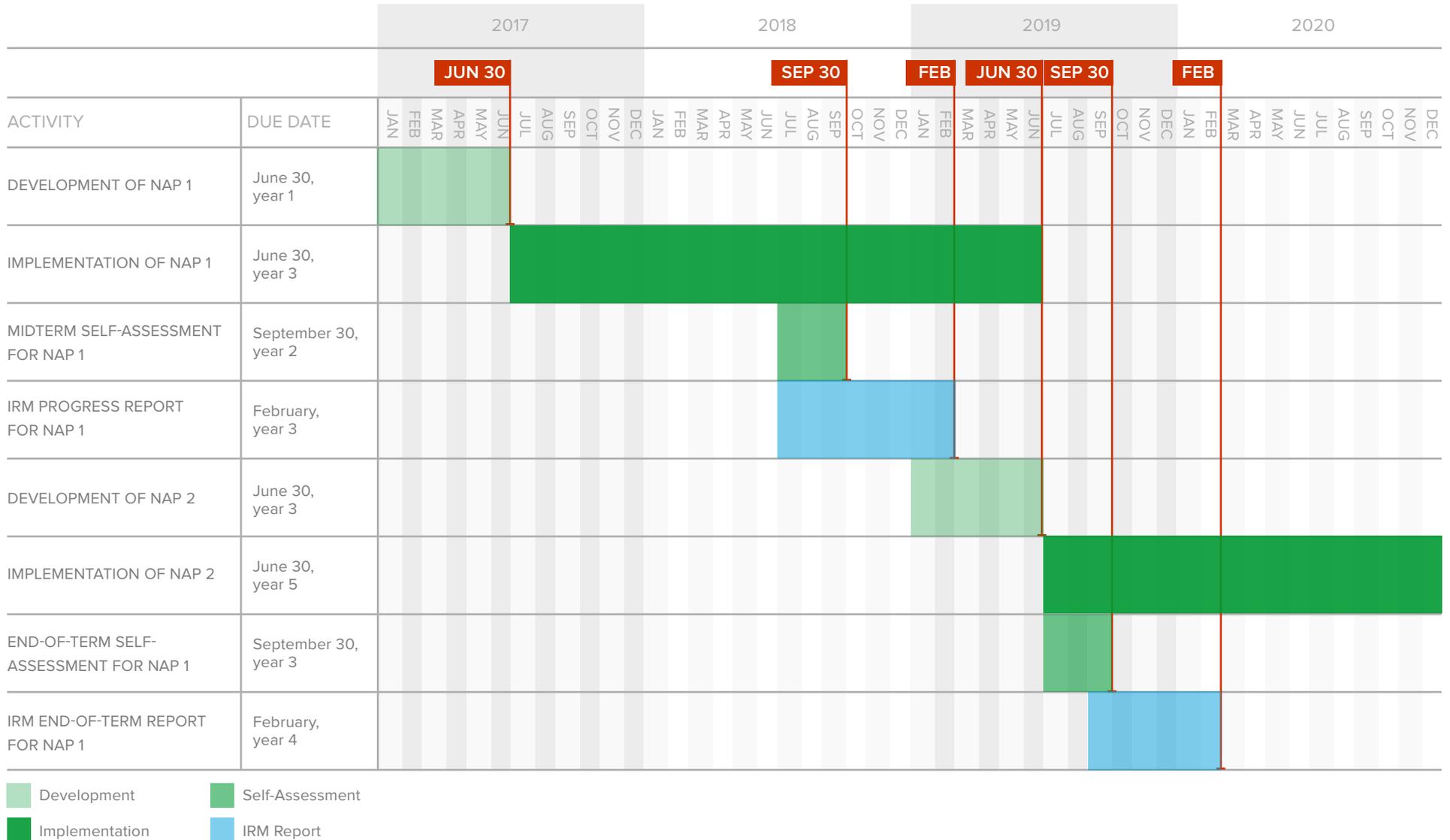
Governments will need to complete two Self-Assessment reports for each action plan: one after the first year of implementation (the period ending in June of each year), and one upon completion of the two-year cycle. The first year Self-Assessment should reflect on the NAP drafting process, while the second year should focus on the final results of the reforms completed in the NAP. Please refer to Section 8 for more information.

The Independent Reporting Mechanism (IRM) will also produce two reports during the two-year action plan cycle. The IRM will deliver the midterm progress report by January of the second year of implementation (approximately 18 months into the two-year cycle). This progress report includes an analysis of the action plan, the action plan drafting process, and progress in implementing commitments at the midpoint of the two-year cycle. A key objective of this report is to recommend areas for improvement before countries publish their next action plan. The IRM end-of-term report focuses on the final results achieved in the second year of NAP implementation.

02 OGP CALENDARS AND TIMELINES

Odd years

The following chart describes how the calendar will work for odd year countries:



02 OGP CALENDARS AND TIMELINES

III. RULES REGARDING DELAYS

1. Countries should deliver their NAPs and Self-Assessment Reports on time. The calendar provides advance notice on all due dates in order to avoid future delays. In order to take full advantage of economies of scale, and to ensure transparency in operations so all OGP countries are treated fairly, the IRM will not modify or rearrange any of their product deadlines to accommodate delays from countries. NAPs and Self-Assessment Reports will be considered delivered when they are uploaded to the OGP website.
2. If a country submits its NAP or Self-Assessment Report late, the delay will be noted in the IRM report.
3. If a country delivers its new NAP more than four months late, the IRM will document this and, working with the Support Unit, will refer the case to the Criteria and Standards Subcommittee of the OGP Steering Committee. The country will receive a letter from the Support Unit noting this occurrence. The same rules apply to the late submission of the Self-Assessment reports.
4. If a country delivers its new NAP late but within six months of the deadline, the calendar end date for the NAP will not change, but, as a result, the amount of time for implementation of the commitments will be reduced. All NAPs should cover a period of implementation of a minimum of 18 months, although individual commitments may be of any length.
5. If a country is more than six months late, it will be moved to the following year's group and will start a new action plan cycle (e.g., from the odd year grouping to the even year grouping). The country will receive a letter from the Support Unit noting this occurrence and will be asked to respond with a detailed description of the challenges they are facing. The letter will be copied to the Criteria and Standards Subcommittee, so that they can consider additional actions or support as necessary, as well as the need to consider if the country has acted contrary to OGP process for two consecutive cycles, in accordance with the OGP Articles of Governance.
6. New countries joining OGP should agree to the timetable for their first NAP with the Support Unit within two months of sending their letter of intent.
7. In order to keep to the calendar and to ensure the highest quality reporting, all governments should regularly engage with the IRM researcher in their country.

03 PARTICIPATION AND CO-CREATION IN THE OGP PROCESS

In this section you will find:

- Considerations regarding public participation and co-creation.
- The Core Values for Public Participation as defined by the IAP2.

Civic participation is a core component of open government and an essential element of the national OGP cycle. The OGP Articles of Governance state that “OGP participants commit to developing their country action plans through a multistakeholder process, with the active engagement of citizens and civil society.”

OGP’s Participation and Co-creation Standards set out requirements for engaging civil society, citizens, and other stakeholders throughout the OGP process, including:

- **Dissemination of information**—Provide the public, civil society, and other relevant stakeholders with timely information about all aspects of the national OGP process, including feedback on how their inputs are taken into account.
- **Spaces and platforms for dialogue and co-creation**—Facilitate an inclusive and ongoing dialogue using a variety of spaces and platforms appropriate to the country context.
- **Co-ownership and joint decision making**—Government, civil society, and other stakeholders should jointly own and develop the process.

As set out in the standards, these requirements are not supposed to promote a lofty principle but rather should reflect the realities of making open government reforms work. The experience and evidence from past attempts at reform show that transformative and sustainable change requires the efforts of coalitions made up of different sectors and groups, including ministers and officials, national and local CSOs, citizens, parliamentarians, academics, and the media.

There are some well-established and recognized principles for good engagement. An example is the IAP2 Core Values, which are based on the experience and evidence from participatory processes built up over a number of decades. These emphasize the importance of being deliberate in planning a process, to among others things ensure there is a clear purpose, it is well designed, the right people are involved, and it can have impact.

CORE VALUES FOR PUBLIC PARTICIPATION

International Association for Public Participation (IAP2)

1. Public participation is based on the belief that those who are affected by a decision have a right to be involved in the decision-making process.
2. Public participation includes the promise that the public’s contribution will influence the decision.
3. Public participation promotes sustainable decisions by recognizing and communicating the needs and interests of all participants, including decision makers.
4. Public participation seeks out and facilitates the involvement of those potentially affected by or interested in a decision.
5. Public participation seeks input from participants in designing how they participate.
6. Public participation provides participants with the information they need to participate in a meaningful way.
7. Public participation communicates to participants how their input affected the decision.

03 PARTICIPATION AND CO-CREATION IN THE OGP PROCESS

I. MULTI-STAKEHOLDER FORUM

In line with the fifth IAP2 Participation principle outlined above—“Public participation seeks input from participants in designing how they participate”—a key requirement of the Participation & Co-creation Standards is the establishment of a multi-stakeholder forum to coordinate and oversee the OGP process. Planning the OGP process through a multi-stakeholder forum includes a number of benefits, such as:

- Accessing new ideas, networks, and resources;
- Building collaborative relationships and establishing mutual understanding and expectations; and
- Securing broad ownership of the process and the NAP.

II. PLANNING A PARTICIPATION AND CO-CREATION PROCESS

Planning is essential to the success of any participatory process, ensuring that it has both integrity and impact. Here we offer some recommendations when developing an OGP process.

In planning an OGP process, as with any participatory process, we recommend paying particular attention to four elements:

- A. Purpose**—Why are you involving citizens, civil society, the private sector, or other stakeholders? What is the scope of the engagement? What are the outputs and outcomes you are seeking to achieve?
- B. Context**—What is the context in which you will be engaging? What resources do you have? How does this fit with internal decision-making processes and budget cycles?
- C. People**—Who do you need to involve? What can they contribute? How can they best engage?
- D. Process**—What are the most appropriate methods for the intended purpose, methods that fit the context and will engage the intended people?

A . Purpose

Defining and agreeing a clear purpose is the first crucial step to developing any participatory process. When defining a purpose, you should consider the primary and secondary outputs and outcomes that you wish to achieve. Having a clear, shared understanding of these will help in making decisions about the most appropriate methods for engagement and prioritizing attention and resources.

A key part of defining the purpose of engagement is its scope, including what is up for discussion and the level of influence that participants will have. The International Association for Public Participation distinguishes five levels of participation, with increased levels of decision-making power shared with civil society, citizens, and/or other stakeholders at each step. The IRM uses these levels of participation to evaluate consultation during development and implementation of National Action Plans. The Participation and Co-creation Standards seek to secure that all OGP countries operate at least at the level of Consult, but push to reach at least the level of Collaborate. Whatever the scope and level of participation, it is important that it is clearly communicated to participants. Poorly defined engagement will be frustrating for participants and likely of little or no use to decision-makers.

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LEVELS OF PARTICIPATION

International Association for Public Participation (IAP2)

- **Inform**—government keeps civil society informed. reflected in the alternatives developed and provides feedback on how public input influenced decisions.
- **Consult**—government keeps civil society informed, listens to and acknowledge concerns and aspirations, and provides feedback on how public input influenced the decision. They seek feedback on drafts and proposals.
 - **Collaborate**—government works together with civil society to formulate solutions and incorporates advice and recommendations into the decisions to the maximum extent possible.
- **Involve**—government works with civil society to ensure that their concerns and aspirations are directly
 - **Empower**—government and civil society make joint decisions.

B. Context

There are a wide range of contextual factors that we recommend considering when planning your OGP process. These relate both to internal factors within government and external factors in wider society.

Within your team, department, and government, there are a range of internal factors that are important to consider. These include:

- **Capacity and resources**—Your team’s capacity and resources will, to a large degree, determine the scale of engagement you can undertake. Consider what knowledge, skills, and capacity you currently have access to and where you may be able to leverage other sources (e.g., policy teams with overlapping briefs, central communications and/or engagement teams, civil society organizations willing to play a coordination function, etc). We recommend that governments assign additional staff to support the NAP development planning process. Our experience has shown that a team of two or three staff members working full time are typically the minimum necessary to support a successful co-creation process.
- **Decision making process**—It is essential that any participatory process designed around a NAP is fully integrated into institutional decision-making processes in order to have an impact.
- **Internal government stakeholders**—Engaging internal government stakeholders (e.g., policy leads, decision makers, etc) is as important as engaging external stakeholders. Consider whose buy-in you need to ensure the successful development and implementation of a NAP.
- **Budget process**—Most commitments will require some funding for their implementation. It is important to consider how the NAP process fits with the overall government and departmental timelines and processes for allocating budgets.

Beyond government, there are a range of external factors that should also be considered. These include:

- **OGP awareness**—The level of prior knowledge of OGP and the NAP process will affect the type of information and amount of awareness raising that is required.
- **Geographic scale**—The size of the country and spread of the population within it will have a bearing on the suitability of different forms of engagement. For example, a large and highly dispersed country might require more alternative forms of engagement, whereas more face-to-face events may be appropriate for smaller and more concentrated populations.
- **Internet penetration**—Similar to geographic scale, the level of internet penetration and use of different platforms, particularly social media, will have a bearing on which

03 PARTICIPATION AND CO-CREATION IN THE OGP PROCESS

methods are most appropriate to engage. Regardless, particular attention should be paid to excluded groups.

- **Level of expertise**—The presence or not of civil society organizations with expertise in specific aspects of open government will affect the level and form of co-creation in the NAP process. For example, highly specialized CSOs will likely be able to contribute significantly to the drafting of commitments, whereas non-expert participants would likely be better engaged at other stages of the process (e.g., priority identification, idea generation, oversight).
- **Pre-existing networks**—As in the case of specialized CSOs, there may be pre-existing networks (e.g., citizen movements, civil society networks, etc.) that can provide a good starting place for engagement.

C. People

Closely linked to the questions of purpose and context is the question of people. Who should be involved, for what purpose, how can they be reached, and how can opportunities to engage be tailored to their motivations and needs? Different groups may be involved for different purposes at different stages of the OGP cycle. For example, citizens, civil society, and other stakeholders may be engaged in:

- **Awareness raising**—communicating the opportunity of open government and OGP
- **Agenda setting**—identifying and/or agreeing on problems or themes that OGP commitments will address
- **Ideas generation**—seeking ideas for commitments
- **Commitment formulation**—jointly drafting and/or agreeing on the details of commitments
- **Decision-making**—jointly signing off and/or agreeing on the commitments to be included in the NAP
- **Implementation**—advising on and/or contributing toward the delivery of a commitment
- **Oversight**—scrutinizing and reporting on the implementation of a commitment
- **Evaluation**—assessing the impact of a commitment

These different roles are likely to favor different groups or combinations of citizens, civil society, and other stakeholders. For example, while citizens may not have sufficient expertise to engage in the detail of drafting commitments, expert civil society organizations will have significant knowledge to contribute. On the other hand, groups of citizens will be able to help identify and prioritize societal issues that open government reforms can help address and may be more representative of the general public than expert CSOs.

As far as possible, different engagement opportunities should be tailored to different groups. However, it is important to avoid making unverified assumptions about if and how people will want to engage. As outlined above, participants themselves should be involved in designing how they participate.

D. Process

Considering the questions of purpose, context, and people will help define the process of involving civil society, citizens, and other stakeholders in the OGP cycle. Specifically, it will determine the combination of methods and channels that you use at different stages of the process.

There are a great variety of participatory methods and tools that could be used during the course of an OGP cycle. It is important that you choose these methods deliberately based on the considerations outlined above. Participatory processes often encounter difficulties if the chosen methods are devoid of clear purpose or consideration of context and people.

There are a number of databases of methods and tools available online, including participedia.net and participationcompass.org.

ADDITIONAL GUIDANCE

Good OGP-related resources

[Participation and Co-creation Standards](#)

[Designing and Managing an OGP Multistakeholder Forum](#)

[From Informing to Empowering: Best practices and recommendations for improving Government-civil society interactions within OGP](#)

[Open Government Guide](#)

[OGP Toolbox](#)

Good consultation resources

[Code of Good Practice for Civil Participation in the Decision-Making Process—Council of Europe](#)

[Guidelines for Online Public Consultation—OECD](#)

[Background Document on Public Consultation—OECD](#)

[Consultation with Civil Society Organizations—World Bank](#)

[Knowledge Base—Involve](#)

[Participedia](#)

04 PARTICIPATION AND CO-CREATION THROUGHOUT THE OGP CYCLE

In this section you will find:

- Information on the basic requirements of participation and co-creation that all OGP countries must achieve throughout their OGP process.
- Specific recommendations to go beyond the basic requirements.
- Examples from best practices in other countries.

The **Participation and Co-creation Standards** are intended to support participation and co-creation at all stages of the OGP cycle. The standards are divided into two overarching sections outlining basic requirements (the standard all countries are expected to meet) and advanced steps (the standard countries should strive for). The standards are in turn divided into three sections according to the stage of the OGP cycle. Here we outline recommendations and case studies in support of the standards. This chapter should be read in conjunction with the standards.

DISSEMINATION OF INFORMATION

Standards

- There is a national OGP website (or OGP webpage on a government website) where information on all aspects of the national OGP process is proactively published. The website or webpage should be visible, accessible and searchable.
- The lead agency and point of contact for OGP is clearly identified and their contact details are publicly available on the national OGP website/webpage.
- The government publishes OGP information and documents in all administrative languages.
- Government collects and publishes a document repository on the national OGP website/webpage, which provides a historical record and access to all documents related to the national OGP process, including (but not limited to) consultation documents, National Action Plans, government Self-Assessments, IRM reports and supporting documentation of commitment implementation (e.g links to databases, evidence of meetings, publications).
- The government communicates information about OGP to stakeholders in advance to guarantee they are informed and prepared to participate in all stages of the process.

Case studies

 **NETHERLANDS** The Netherlands has a dedicated open government website—open-overheid.nl—which presents information on what open government is, various open government initiatives and events, and the OGP NAP in a clear and accessible manner. In addition, the site provides access to support for organizations implementing open government initiatives.

 **PARAGUAY** All meetings of Paraguay’s multi-stakeholder forum are open to the public and broadcast live via streaming. The forum promotes news and activities via a dedicated website (www.gobiernoabierto.gov.py); social networks, such as Facebook, Twitter, and YouTube; awareness events across the country; and, recently, a weekly television program on “Paraguay TV” called #GobiernoAbiertoPy.

 **SIERRA LEONE** Sierra Leone has an “Open Governance Initiative” website that also includes dedicated information about OGP—<http://www.ogi.gov.sl/>. The website contains information about OGP commitments, progress on implementation, reports, meetings, discussion and events on OGP. The website also communicates information on broader open government projects in the country.

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Recommendations

Make your OGP website or web page as engaging and accessible as possible. Use plain language and include a clear call to action for people to get involved.

When communicating information about the OGP process, consider what channels or media are commonly used by citizens, civil society, and other stakeholders (e.g., newspapers, television, radio, e-mail, Facebook, Twitter, YouTube, WhatsApp, Slack, etc.).

Keeping a well-maintained document repository will be important for those outside the process to understand what has happened and why, but it can be equally useful as a reference tool for those involved in a NAP process.

Consider using visualizations, infographics, videos, or other appropriate media to communicate relevant information and updates on the process and its outcomes.

OGP has a range of [videos](#), graphics, [photos](#), and other material that may be used to help communicate the initiative to stakeholders.

OGP has developed a [communications toolkit](#) to prepare and equip you with everything you need to know to clearly communicate your NAP.

SPACES AND PLATFORMS FOR DIALOGUE AND CO-CREATION

Standards

- A multi-stakeholder forum is formed to oversee the OGP process. It meets on a regular basis (i.e. at least every quarter) in person or remotely, as appropriate.
- The government and/or multi-stakeholder forum accepts inputs and representation on the NAP process from any civil society or other stakeholders.
- Opportunities for remote participation are provided for at least some meetings and events to enable the inclusion of groups unable to attend in person.
- The government facilitates a mechanism for direct communication with stakeholders to respond to NAP process questions, particularly during times of intense OGP activity. Government keeps a record of communications and responses to make available to the IRM researcher.
- The government and/or multi-stakeholder forum conducts outreach and awareness raising activities to relevant stakeholders (e.g. citizens, civil society organisations, government departments, subnational governments, parliament, academics, private sector, etc.) to inform them of the OGP process.

Case Studies

 **THE PHILIPPINES** The Philippines established a multi-sectoral group—PH-OGP Steering Committee—composed of three representatives from national government, one representative from local government, three representatives from civil society, and two representatives from business groups. The committee oversees the development and implementation of NAPs, meets quarterly, and is chaired on an alternating basis by government and civil society.

 **ROMANIA** The Romanian government's OGP team created the "OGP Club" in order to establish a constant dialogue and collaboration with those interested in open government. From 2014 to 2016, 22 meetings were held with representatives from government, academia, civil society, and the private sector. Materials and notes of all of the meetings are published on [Romania's dedicated OGP website](#).

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Recommendations

The role of the multi-stakeholder forum is to coordinate and oversee the OGP process. Ensure that there are other channels for wider civil society and stakeholder engagement in the OGP process.

Ensure there is a mechanism for non-members to feed into multi-stakeholder forum meetings, and consider inviting non-members to attend specific meetings (e.g., as observers or to present on specific activities, issues, or commitments).

In addition to the multi-stakeholder forum, consider establishing working groups around specific issues or commitments.

See OGP's guidance on "[Designing and Managing an OGP Multistakeholder Forum](#)" for detailed recommendations on establishing a multi-stakeholder forum.

Consider conference calls, webinars, and/or livestreaming services for broadcasting meetings and events to those who cannot attend in person.

Ensure that you respond quickly to questions about the OGP process from stakeholders, particularly where they are time sensitive. We suggest a maximum of 20 working days to respond, but an even faster response is preferred.

CO-OWNERSHIP AND JOINT DECISION MAKING

Standards

- Members of the multi-stakeholder forum jointly develop its remit, membership and governance (e.g. frequency of meetings, who sets the agenda, how decisions are made, how conflicts are managed, the level of detail of minutes, and decision making authority), which are communicated on the national OGP website/webpage.
- The multi-stakeholder forum includes an even balance of governmental and non-governmental representatives.
- Non-governmental members of the multi-stakeholder forum are selected through a fair and transparent process. The forum's rules should allow non-governmental members to lead their own selection process.
- The multi-stakeholder forum proactively communicates and reports back on its decisions, activities and results to wider government and civil society stakeholders.
- The multi-stakeholder forum includes high-level representatives with decision making authority from government to ensure it is sufficiently empowered to take action (e.g. the ministerial level OGP point of contact).

Case studies



BRAZIL In Brazil, CSO representatives on the Advisory Work Group of the Interministerial Committee for Open Government are selected through an open process, which is detailed in an edict from the Secretary of Transparency and Prevention of Corruption: 1) CSOs express interest in participating in the selection process online; 2) the Organizing Commission reviews the information to verify CSOs have met eligibility requirements; 3) the names of CSOs considered for participation in the process as electors and candidates are published online; 4) CSOs are clustered in electoral colleges, based on three categories: civil society, private sector, and labor unions; and 5) CSOs vote online for the candidate organizations. Those with the most votes are elected, and the list is published online.¹

¹ <http://www.opengovpartnership.org/sites/default/files/Multistakeholder%20Forum%20Handbook.pdf>.

04 PARTICIPATION AND CO-CREATION THROUGHOUT THE OGP CYCLE



COSTA RICA Costa Rica created the National Commission of Open Government by executive decree to promote policies, guidelines, strategies, and evaluation methodology in the field of open government. Its membership includes the minister or vice-minister of the presidency, two representatives from civil society, one representative from higher education, and one representative from business groups. Minutes of the commission’s meetings are published on a [dedicated open government website](#).



GEORGIA The multi-stakeholder forum in Georgia is the Open Government Forum. The Ministry of Justice created it, and it has representatives from civil society, government, and international organizations. It can call external experts to participate in the discussions. The forum is chaired by two speakers, one from government and one from civil society. They are elected by a majority of votes and remain in that position during implementation of the National Action Plan. The forum secretariat is in charge of convening meetings, defining the agenda, preparing the meeting’s minutes, and preparing reports of activities twice a year. Regular meetings are held quarterly. Forum rules state that the meeting calendars must be drafted and published online, that members have to be notified about the meeting’s agenda via email, and that the minutes should be posted on the [forum’s web page](#).²

Recommendations

Ensure that there is sufficient political support for the multi-stakeholder forum.

Agree with government and non-government stakeholders about the basic features or characteristics of the forum.

Ensure that the forum includes a mix of government, civil society, and other stakeholders.

Ensure that members of the forum are selected through a fair and transparent process. To ensure independence, civil society should be able to lead its own selection process.

Ensure that the forum has a clear remit, membership, and governance. Consider establishing a rotation policy so it is clear when seats will come up for reselection.

Define what decision-making power the multi-stakeholder forum has (e.g., advisory body, decision-making body, mixed model), and how the forum will reach decisions (e.g., consensus, simple majority vote, qualified majority vote).

Ensure that multi-stakeholder forum members declare any interests.

Consider requiring multi-stakeholder forum members to agree to a set of ethical principle—such as [The 7 principles of public life](#)—and establish a mechanism for removing members that abuse their positions.

Consider establishing a policy for managing any disputes that arise between forum members. It is always better to have such policies in place before they are required.

See the OGP’s guidance on “[Designing and Managing an OGP Multistakeholder Forum](#)” for detailed recommendations on establishing a multi-stakeholder forum.

² <http://www.opengovpartnership.org/sites/default/files/Multistakeholder%20Forum%20Handbook.pdf>.

05 PARTICIPATION AND CO-CREATION WHEN DEVELOPING A NATIONAL ACTION PLAN

In this section you will find:

- Information on the basic requirements of participation and co-creation that all OGP countries must meet during the NAP development phase.
- Specific recommendations to go beyond the basic requirements.
- Examples from best practices in other countries.

DISSEMINATION OF INFORMATION

Standards

- The government or multi-stakeholder forum proactively communicates, via the national OGP website/web page and other appropriate channels of communication used in the country, with adequate notice the process for the development of the NAP, including a timeline of key stages and deadlines, and opportunities to be involved (e.g. details of meetings, events, written consultations, feedback mechanisms), the decision-making process for agreeing to commitments and finalizing the NAP.
- The government publishes, via the national OGP website/web page, regular (at least monthly) progress updates on the development of the NAP, including notes of events, drafts of commitments, and other relevant information.
- The government publishes an overview of public and civil society contributions, and the government's response, on the national OGP website/web page.

Case studies

 **PERU** Peru published a [brochure online](#) with a detailed Gantt chart of dates of meetings and opportunities for stakeholder input into their second NAP.

 **SIERRA LEONE** Prior to developing its NAP, Sierra Leone carried out a program of awareness raising in 12 districts, the Western Area (rural and urban), and in the diaspora (Belgium, the United States, and the United Kingdom). This was followed by a nationwide consultation held in all 14 districts.³

 **TANZANIA** Tanzania carried out a variety of awareness-raising activities around dates and opportunities for input into their first NAP, including a letter from the President's Office, commercials, and blog posts.

Recommendations

Ensure that there is a clear timeline published for the OGP process so that civil society and other stakeholders know when to engage.

Ensure to provide a good amount of notice. The more warning civil society and other stakeholders have the more likely it is that they will be able to engage.

Consider what contacts and networks you can use to spread messages. Invitations to engage do not necessarily need to come from you. People are typically more likely to get involved if the invitation comes from someone they know and trust.

Short but regular progress updates on the development of the NAP are likely to be more useful than longer, infrequent updates. Consider using photos, video, or other media to report back on any events.

Ensure that you report back to participants on how you took into account their contributions. This is an important principle of engagement. It demonstrates respect for people's time and is vital for encouraging future engagement.

³ <http://www.opengovpartnership.org/sites/default/files/Multistakeholder%20Forum%20Handbook.pdf>.

SPACES AND PLATFORMS FOR DIALOGUE AND CO-CREATION

Standards

- The government, guided by the multi-stakeholder forum, provides opportunities to any interested stakeholders (e.g., citizens, civil society organizations, government departments, subnational governments, parliament, academics, the private sector, etc.) to participate in the development of the NAP.
- The government provides adequate background information (e.g., about open government, OGP, the scope of the NAP, and the development process) to participants so that they can participate in an informed manner. This should be provided via the national OGP website/web page and at meetings/events.
- The government or multi-stakeholder forum develops an appropriate methodology for consultation. This should include an appropriate combination of open meetings and online engagement for the country context. Additionally, it should involve groups throughout the country and be open for an adequate duration.
- The government publishes and collects feedback on draft commitments. This information should be available and disseminated via the national OGP website/web page and other appropriate channels, should include a range of ways for stakeholders to respond (written responses, online discussions, surveys, face-to-face or remote meetings), and should be open for an adequate duration (e.g. at least 2 weeks).

Case studies

 **ARMENIA** Armenia ran a crowdsourcing process to collect ideas for commitments for its third NAP. More than 130 people were engaged through a series of outreach events, and 80 suggestions were made by CSOs, experts, citizens, and government agencies via an online tool. This was the first time Armenia had used crowdsourcing to develop government policy. High-level government officials came together with CSO counterparts, experts, and private sector partners for a two-day workshop to discuss and build upon the suggested commitments.⁴

 **AUSTRALIA** Australia built a wiki—ogpau.wikispaces.com—for stakeholders to suggest commitments for its NAP. Between February and May 2016, almost 1,000 people visited the site and put forward around 200 suggestions for commitments. A workshop was held to discuss and prioritize the commitments with stakeholders, government participants, civil society, the OGP Support Unit, and others. Participants at the workshop drafted 14 commitment templates, which informed the drafting of the NAP.⁵

 **IRELAND** Ireland ran a multistage process to develop its second NAP. In the first stage, an online portal was used to collect suggestions for commitments. Participants could view, share, and comment on other people's suggestions. Submissions could also be made via post and telephone, which were manually put into the system. Fifty-five submissions were received. In the second stage, two civic forums were held to discuss and debate possible commitments to include in the second National Action Plan. Findings from the forums were published on the OGP Ireland website. The feedback was analyzed by an independent organization, which submitted a report to the government listing the possible commitments that could be made. The report was also published on the OGP Ireland website. The government considered the list of possible commitments and developed a draft of the NAP, which was published for public comment. Participants in the previous stages were invited to respond, and a social media awareness campaign was conducted.⁶

4 <http://www.opengovpartnership.org/blog/ogp-webmaster/2016/08/02/beggars-and-netizens-crowdsourcing-policy-making-armenia>

5 <http://ogpau.pmc.gov.au>

6 http://www.opengovpartnership.org/sites/default/files/Ireland_NAP_2016-2018.pdf

05 PARTICIPATION AND CO-CREATION WHEN DEVELOPING A NATIONAL ACTION PLAN

Recommendations

Ensure that you engage your internal stakeholders as well as external ones. Securing the ownership of relevant decision makers, policy leaders, and budget holders will be essential to the NAP being a success.

Consider what information participants will need in order to be able to engage effectively and how that information can best be presented to them.

At events, consider taking participants through a multistep process that helps them engage with the subject, understand how the subject links with their work or issues and allow their perspectives to develop.

Ensure that you are reaching a diverse group of participants by providing different opportunities for people to engage: for example, in different locations, at different times, through different methods, etc.

Tailor your engagement to your intended participants, including the questions you ask and the methods you use.

Be clear about how you will be recording and using participants' inputs.

Consider what methods for engaging are most appropriate considering your purpose, context, and intended participants. Databases of methods can be found at <http://participedia.net> and <http://participationcompass.org>.

CO-OWNERSHIP AND JOINT DECISION MAKING

Standards

- The multi-stakeholder forum meets frequently (e.g. at least once a month), and discusses, agrees and oversees the NAP development process (e.g., number of events, location, format).
- During the development of commitments, government representatives discuss with other members of the multi-stakeholder forum the government's priorities for commitments and the political feasibility of adopting civil society priorities and proposed commitments.
- Once commitments have been drafted, government representatives review with the multi-stakeholder forum their comments, the final selection of commitments to be included in the NAP and state clearly their reasoning behind decisions.

Case studies

 **MEXICO** The OGP Tripartite Technical Secretariat (STT) collaborated to develop the methodology for the second Mexican NAP, based on careful consideration of the positive aspects and lessons learned from the first NAP process. The aim was to broaden the number and diversity of the actors consulted, achieve a more orderly discussion of challenges in different policy areas, and to have a smaller number of clear and measurable commitments. The STT established nine themes, or policy areas, that would be discussed in an equal number of roundtables. The STT invited experts to present diagnostic documents to kick-start roundtable discussions and hired an external facilitator to conduct the debate. Additionally, the government asked different institutions within the federal government to propose commitments that could be included, after review by the STT, in the plan.⁷

⁷ <http://www.opengovpartnership.org/sites/default/files/Multistakeholder%20Forum%20Handbook.pdf>.

Recommendations

Involve multi-stakeholder members in overseeing and running the NAP development process. Make use of their ideas, networks, skills, and resources. Look at opportunities for co-hosting events.

Consider using online writing platforms (e.g., Google Docs, Hackpad, Quip, etc.) for collaboratively drafting commitment text.

Be as open as possible with civil society and other stakeholders about the feasibility of different commitment proposals. This will help them and you prioritize your focus accordingly.

Be clear about the level of influence the multi-stakeholder forum has over agreeing on the NAP.

06 PARTICIPATION AND CO-CREATION WHEN IMPLEMENTING, MONITORING, AND REPORTING A NATIONAL ACTION PLAN

In this section you will find:

- Information on the basic requirements of participation and co-creation that all OGP countries must meet during the implementation of their NAP
- Specific recommendations to go beyond the basic requirements.
- Examples from best practices in other countries.

DISSEMINATION OF INFORMATION

Standards

- The government publishes via the national OGP website/web page, regular updates (i.e. at least every six months) on the progress of commitments, including progress against milestones, reasons for any delays, next steps. This is in addition to publishing the Self-Assessment report.
- The website/web page should have a feature to allow the public to comment on progress updates.

Case studies

 **ITALY** Italy has a dedicated OGP website—open.gov.it—that sets out information on the OGP process in a clear and accessible manner. It includes a [monitoring section](#) which presents the progress of commitments in easy to understand ways, including using graphics and Red-Amber-Green ratings.

 **UNITED KINGDOM** The UK produces detailed updates on the progress of its commitments every six months and publishes those updates on the OGP and [UK Open Government Network's](#) websites.

Recommendations

Consider ways of reporting on the progress of commitments in engaging and easy-to-understand ways (e.g., using graphics, Red-Amber-Green ratings, etc.).

Ensure that civil society and other stakeholders are able to comment on progress reports, and, where appropriate, provide timely responses to them.

SPACES AND PLATFORMS FOR DIALOGUE AND CO-CREATION

Standards

- The government holds at least two open meetings with civil society (one per year) on implementation of the NAP.
- The government shares the link to the IRM report with other government institutions and stakeholders to encourage input during the public comment phase.

Case studies

 **BRAZIL** In Brazil, after the Self-Assessment report on the implementation of the first plan, the civil society working group opened a virtual discussion forum to collect the public's feedback. This was part of a broader effort called "Virtual Dialogue: Government

06 PARTICIPATION AND CO-CREATION WHEN IMPLEMENTING, MONITORING, AND REPORTING A NATIONAL ACTION PLAN

and Society” that promoted public participation in the assessment of the first plan and developed proposals for the second plan. Additional materials, including a Virtual Dialogue Participation Manual, were developed through collaboration.⁸

 **UKRAINE** Ukraine held a launch for its IRM report, which included a panel with the vice prime minister. The event enabled dialogue between government representatives and civil society on the progress of commitments. It included a “World Café” session where five working groups composed of a mix of civil society members and public servants discussed open government challenges to inform the next NAP.⁹

Recommendations

Consider ways of involving civil society and other stakeholders in the implementation of commitments. They can bring fresh perspectives, ideas, and capacity, and can help you find ways around challenges when they arise.

Strive for open and honest communication with civil society and stakeholders. When implementation challenges arise, open communication will likely elicit a better response than silence or avoidance of the issue.

Consider ways of involving civil society and other stakeholders in reporting on the progress of commitments. This can help ensure reports are trusted and any implementation issues are caught early.

CO-OWNERSHIP AND JOINT DECISION MAKING

Standards

- The multi-stakeholder forum monitors and deliberates on how to improve the implementation of the NAP.
- The government submits its Self-Assessment report to the national multi-stakeholder forum for comments and feedback on the content of the report.

Case studies

 **SIERRA LEONE** Sierra Leone has established a dual model for monitoring the implementation of the plan. The General Forum performs the role of a national steering committee and has monthly meetings and ad hoc sessions as needed. Smaller forums, called “cluster hubs,” monitor, accelerate, and discuss progress on bigger challenges and commitments. A monitoring framework—the Performance Management and Service Delivery Unit (PMSD) in the Office of the President—presents a quarterly evaluation report on the implementation of the plan. The report is discussed and improved in the General Forum then takes the final report to all 14 districts in the country. At the same time, civil society conducts its own monitoring exercise that uses a tool for collecting and verifying data presented by those in charge of implementing the plan’s commitments. This approach aims at establishing checks and balances within the OGP process.

Recommendations

Conducting an evaluation of what worked and what did not during an OGP cycle will help to improve future cycles. The approach and tone should be one of mutual learning and constructive critique, rather than of blame. Consider the extent to which the process achieved your intended outcomes.

⁸ <http://www.opengovpartnership.org/sites/default/files/Multistakeholder%20Forum%20Handbook.pdf>
⁹ <https://storify.com/opengovpart/checking-in-on-ogpprogress>

07 GUIDANCE ON DRAFTING OGP DOCUMENTS: NATIONAL ACTION PLAN AND SELF-ASSESSMENT REPORT

In this section you will find:

- Guidance on how to draft your National Action Plan.
- A template to draft commitments and an example on how to use it.
- Guidance on the contents of Self-Assessment reports.
- A commitment completion template to be included in your Self-Assessment report

NATIONAL ACTION PLAN GUIDANCE

National Action Plans are at the core of a country's participation in OGP. They are the product of a co-creation process in which government and civil society develop ambitious commitments to foster transparency, accountability, and public participation. This chapter reflects lessons learned from OGP countries so far on producing high quality action plans. In addition, the chapter includes templates that will ensure all the necessary information on commitments and the development process is included in the action plan.

Action plans must be submitted to the Support Unit in both the administrative language of the country and English. Submitting in English, ensures that people from other countries can read more about your country's open government reforms and that learning can exist across borders.

The official version of your NAP is the one published on the OGP website. If you wish to change any part, withdraw, modify or add commitments you are welcome to do so within one year of the due date for submission of your action plan (30 June of the next year). To change the NAP, you must send an updated version, in English and in your administrative language (if applicable), to the SU that clearly outlines all changes in a summary or footnotes. Changes to the NAP that are submitted after the one year period will not be considered in the IRM's evaluation.

Main Action Plan characteristics

Successful OGP action plans focus on significant national open government priorities and ambitious reforms; are relevant to the values of transparency, accountability, and public participation; and contain specific, time-bound, and measurable commitments.

Ambitious: OGP aims to promote ambitious open government reforms that stretch the government beyond its current state of practice, significantly improving the status quo by strengthening transparency, accountability, and public participation in government. Countries may choose to initiate new open government initiatives in their action plans or improve upon ongoing reforms. Countries are encouraged to show clear improvement from action plan to action plan.

Relevant: Countries should ensure that each commitment included in the action plan is clearly advancing one or more of the following open government values:

- **Transparency:** This includes publication of all government-held information (as opposed to only information on government activities); proactive or reactive releases of information; mechanisms to strengthen the right to information; and open access to government information.
- **Accountability:** There are rules, regulations, and mechanisms in place that call upon government actors to justify their actions, act upon criticisms or requirements made of them, and accept responsibility for failure to perform with respect to laws or commitments. Commitments on accountability should typically include an answerability element (i.e., that they are not purely internal systems of accountability but involve the public).

07 GUIDANCE ON DRAFTING OGP DOCUMENTS: NATIONAL ACTION PLAN AND SELF-ASSESSMENT REPORT

- **Public Participation:** Governments seek to mobilize citizens to engage in a dialogue on government policies or programs, provide input or feedback, and make contributions that lead to more responsive, innovative, and effective governance.
- **Technology and Innovation:** Governments embrace the importance of providing citizens with open access to technology, the role of new technologies in driving innovation, and the importance of increasing the capacity of citizens to use technology. Technology and innovation cannot be a stand-alone principle but must support/advance the previous three principles.

SMART: Individual commitments should be:

- **Specific:** The commitment precisely describes the problem it is trying to solve, the activities it comprises, and the expected outcomes.
- **Measurable:** It is possible to verify the fulfillment of the commitment. Where commitments have multiple sub-commitments, they are broken into clear, measurable milestones.
- **Answerable:** The commitment clearly specifies the main implementing agency responsible for implementation, the coordinating or supporting agencies where relevant, and if necessary, other civil society, multilateral, or private sector partners who have a role in implementing the commitment.
- **Relevant:** For each commitment, the action plan should explain its relevance to one or more of the open government principles outlined above (transparency, accountability, public participation, and technology and innovation).
- **Time-bound:** The commitment clearly states the date when it will be completed, as well as dates for milestones, benchmarks, and any other deadline.

Format and length

- Experience has shown that action plans listing 5-15 high quality commitments spread over multiple themes are preferable to those with a large number of weaker commitments.
- Action plans should be clear, succinct, and action oriented and should be written in plain language with minimal use of jargon or technical terms.
- Governments are encouraged to work with multiple ministries and departments across the government to develop and implement their OGP commitments.
- All actions plans should cover a two-year period, with the implementation period ending on 30 June of the second year. This ensures that the IRM can publish the review within a specific time frame. At minimum, one-year and two-year goals for each commitment are required so that governments, civil society organizations, and the IRM have a common set of time-bound metrics to assess progress.
- Commitments that will take longer than two years to implement are welcome as long as they are clearly marked in the country's next action plan.

Action Plan Template¹⁰

Country name

National Action Plan 201X-201X

1. INTRODUCTION

Briefly explain the national and local context by discussing why open government efforts are important for the country. This section should also outline the governance reform priorities for the country and identify the major social, political, or economic issues that the country intends to address through its OGP National Action Plan, along with a justification.

2. OPEN GOVERNMENT EFFORTS TO DATE

Provide a brief narrative of key open government initiatives and accomplishments to date, particularly those that reflect collaboration with civil society and how they relate to the co-created commitments. This section should explain how the new action plan builds on previous OGP action plans (if relevant) and related efforts to strengthen open government reforms.

3. NAP DEVELOPMENT PROCESS

Describe the NAP development process, highlighting how you collaborated with civil society and other stakeholders. Please consider the requirements outlined in the Participation and Co-creation Standards and Sections 3, 4 and 5 of this manual.

4. COMMITMENTS

You must use the following template for each commitment in your action plan.

¹⁰ This section includes the main components of an action plan. Each country can modify the format and add any sections they desire. However we strongly suggest to at least include the information in this template.

| Commitment Template | |
|--|--|
| Name and number of the commitment | |
| Commitment Start and End Date (E.g. 30 June 2015 - 30 June 2017) | |
| Lead implementing agency/actor | |
| Commitment description | |
| What is the public problem that the commitment will address? | <ul style="list-style-type: none"> Describe the social, economic, political, or environmental problem addressed by the commitment. When available include baseline data and contextual facts. |
| What is the commitment? | <ul style="list-style-type: none"> Describe what the commitment entails, its expected results and overall objective. |
| How will the commitment contribute to solve the public problem? | <ul style="list-style-type: none"> Describe how the commitment will contribute to solve the problem or change government practice towards tackling the problem. <p><i>Tip: In order to do this, explain how will the commitment be implemented. You should provide a clear description of how the milestones listed below will achieve what the commitment sets out to do and obtain the expected results that will contribute to solving the problem.</i></p> |
| Why is this commitment relevant to OGP values? | <p>Consider the following questions:</p> <ul style="list-style-type: none"> Is the commitment disclosing more information, improving quality of the information disclosed, improving accessibility of information to the public or enabling the right to information? If so, the commitment is relevant to transparency. Is the commitment creating or improving opportunities or capabilities for the public to inform or influence decisions? Is the commitment creating or improving the enabling environment for civil society in the country? If so, the commitment is relevant to civic participation Is the commitment creating or improving rules, regulations, and mechanisms to publicly hold government officials answerable to their actions? If so, the commitment is relevant to public accountability <p>Once you have reviewed the questions, provide information in line with the response on how the commitment is relevant to the values outlined above.</p> |

Commitment Template (Continued)

| Additional information | <p>Use this optional space to provide other useful information, for example:</p> <ul style="list-style-type: none"> • Commitment budget • Link to other government programs • Link to other relevant plans, such as a National Development Plan or an National Anti-Corruption Strategy • Link to Sustainable Development Goals. | |
|---|--|----------|
| Milestone Activity with a verifiable deliverable | Start Date | End Date |
| | | |
| | | |
| | | |
| | | |
| Contact Information | | |
| Name of responsible person from implementing agency | | |
| Title, Department | | |
| Email and Phone | | |
| Other Actors Involved, State actors involved | | |
| CSOs, private sector, multilaterals, working groups | | |

The OGP Support Unit has developed this example commitment for your reference:

[An editable version of this template is available here.](#)

| Commitment Template | |
|---|--|
| 5. Public Land Records | |
| 30 June 2017 - 30 June 2019 | |
| Lead implementing agency/actor | National Land Authority |
| Commitment description | |
| What is the public problem that the commitment will address? | <p>Land rights disputes are escalating violence between Tapir River families.</p> <p>Until 2011 Tapir River used to be one whole community. In 2012 the Territorial Regionalization Law divided the community in 5 smaller villages without a registry of land deeds or land records. Out of 3,000 families living in Tapir River, 120 have land titles but the local records office only have record of 50 titles.</p> <p>(Don't write: there is no portal to access land records.)</p> |
| What is the commitment? | <p>Tapir River authorities will integrate a council of community and government official representatives to propose a new land distribution plan. The proposal will then be open for public comments and input. The council will finalize a redistribution plan incorporating public input. The plan will be set in place along with a record management system to gradually formalize and register land titles for all 3,000 families. Records and titles will be available to the public. To resolve existing and future disputes, each municipality will install a Lands Ombudsman Arbitration Office (OAO) that will process claims and disputes. With the assistance of the OAO, the number of violent incidents related to land disputes are expected to fall by 60%.</p> |
| How will the commitment contribute to solve the public problem? | <p>The commitment will provide an opportunity for citizens and civil society organizations to collaborate with government officials to address irregularities in land distribution. Participation in this process will allow families to voice concerns and take part in the redistribution plan. Public hearings will facilitate engagement and dissemination of information amongst the families. The re-distribution plan and record management system will guarantee each family is given proper titles and rights to land. The OAO will help create a neutral third party to resolve conflicts and claims arising from the process, as well as pre-existing disputes. By making all land records available, families will have access to their information and it will be possible to prevent future conflicts arising from multiple families claiming rights over the same land.. Overall, the commitment will tackle the irregularities of the current land distribution law and records system to formalize and secure land rights for all families, reducing feuds over land.</p> |
| Why is this commitment relevant to OGP values? | <p>This commitment is relevant to access to information and civic participation because it will provide citizens opportunity to participate in the development of the new land distribution system and a channel to provide input. Additionally, it will create a record management system to make land right information available to citizens, improving the quality of current land information held by government offices.</p> |

Commitment Template (Continued)

| Additional information | <p>This commitment has a budget of \$ 500,000 New Tamirs provided by the National Land Authority. Milestones outline budget considerations for each deliverable.</p> <p>This commitment is in line with Objective 6, Rule of Law, of the National Development Plan.</p> | | |
|---|---|---------------------|-----------------------|
| Milestone Activity with a verifiable deliverable | Budget Considerations | Start Date | End Date |
| <p>The 5 mayors of Tapir River will convene a council of representatives from all communities including representatives from civil society, the water board, the youth assembly, elder committees and women's coops.</p> | <p>Staff time + meeting room + travel cost for at least 3 council meetings.</p> | <p>June 2017</p> | <p>October 2017</p> |
| <p>The council will present a proposal that is open to public comments for two weeks. After the public comment period, a final proposal will be presented to citizens in public hearings. A minimum of 3 public hearings will be held to approve the plan and system, with a qualified majority of at least 80% of citizens in census. The council will keep record of all comments and suggestions, and publish a report to account for the final proposal that will be adopted.</p> | <p>Staff time +public hearing room (3)</p> | <p>June 2017</p> | <p>December 2017</p> |
| <p>The plan is implemented and record management system is set up and updated every month with the new titles and land registry available for the public to consult. 3,000 titles with their records are given gradually starting with 30% Jan-Mar, 40% Apr-Jun, 30% Jul-Sep.</p> | <p>Staff time + online portal or in person board + dissemination means (radio, local newspaper or bulletin).</p> | <p>January 2018</p> | <p>September 2018</p> |
| <p>Municipal offices will open an Ombudsman Arbitration Office to resolve conflicting claims and provide conflict resolution assistance on any violent incidents generated in land right conflicts.</p> | <p>Staff time (municipal cadastre and legal)</p> | <p>June 2018</p> | <p>June 2019</p> |
| Contact Information | | | |
| Name of responsible person from implementing agency | <p>Gonzalo Vega</p> | | |
| Title, Department | <p>General Director</p> | | |
| Email and Phone | <p>+00(123-45678) Gonzalo@land.gov</p> | | |
| Other Actors Involved, State actors involved | <p>Mayors of Tapir</p> | | |
| CSOs, private sector, multilaterals, working groups | <p>InnovaTapir, TI Tapir, SmartCitizens, FHTH</p> | | |

II. SELF-ASSESSMENT REPORT GUIDANCE

During the two-year NAP cycle, governments will produce yearly Self-Assessment Reports in consultation with civil society. The Self-Assessment reports are a key element of the Independent Report Mechanism, OGP's accountability arm and the main means of tracking progress in participating countries. The national IRM researchers use the government Self-Assessment reports as a key part of their desk research. Other OGP stakeholders use the Self-Assessment reports to gain an understanding of the government's perspective on the OGP process and results achieved over the course of the year.

This section provides specific guidance on producing high quality and comprehensive Self-Assessment reports.

The two Self-Assessment reports will complement one another, differing primarily in the time period covered. The midterm Self-Assessment should focus on the development of the NAP, the consultation process, the relevance and ambitiousness of the commitments, and progress to date. The end-of-term Self-Assessment should focus on the final results of the reforms completed in the NAP, consultation during implementation, and lessons learned.

The development of the Self-Assessment reports must include a two-week public consultation period.

While Self-Assessment reports can be written in the country's official language, governments are required to submit an English translation to the OGP Support Unit.

Self-Assessment Report Template¹¹

Country name

*Midterm (or End-of-Term) Self-Assessment Report National Action Plan
201X-201X*

1. Introduction and Background

Briefly explain the national and local context by discussing why open government efforts are important for the country. This section should reflect upon how the National Action Plan and other governance initiatives are contributing to address major social, political, or economic issues that the country.

It should also explain how the country's OGP commitments are relevant to the core open government values (transparency, accountability, public participation, and technology and innovation for openness and accountability)

2. National Action Plan Process

A. Participation and co-creation throughout the OGP cycle

Provide a narrative of the government's approach to participation throughout the OGP cycle, and report against the relevant requirements outlined in the Participation and Co-Creation Standards. For this review, consult sections 3, 4, 5 and 6 of this manual.

B. Participation and co-creation when developing the National Action Plan

Provide a narrative of the government's approach to participation during NAP development, and report against the relevant requirements outlined in the Participation and Co-Creation Standards (sections 4 and 5).

¹¹ This section includes the required elements of a Self-Assessment report. Each country can modify the format and add sections if they wish, but all of the information in the template should be included.

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C. Participation and co-creation when implementing, monitoring, and reporting a National Action Plan

Provide a narrative of the government's approach to participation during implementation, and report against the relevant requirements outlined in the Participation and Co-creation Standards (section 4 and 6).

3. IRM Recommendations

Briefly explain how the five key recommendations from the latest IRM report were used to improve the process of NAP drafting and implementation in this NAP cycle.

4. Implementation of National Action Plan Commitments

Provide a complete description of the commitment implementation process, conditions, problems, etc. This may include a summary table of the progress and results on all the commitments. Any information on modifications or updates on the commitments should be included here. Additionally, for each commitment write a brief explanation of the commitment and the main results achieved.

| Commitment Template | |
|--|--|
| Name and number of the commitment | |
| Commitment Start and End Date (E.g. 30 June 2015 - 30 June 2017) | |
| Lead implementing agency/actor | |
| Commitment description | |
| What is the public problem that the commitment will address? | <p>Describe the social, economic, political, or environmental problem addressed by the commitment. When available include baseline data and contextual facts.</p> <p><i>Tip: use the information contained in your NAP. If something changed, please flag it.</i></p> |
| What is the commitment? | <p>Describe what the commitment entails, its expected results and overall objective.</p> <p><i>Tip: use the information contained in your NAP. If something changed, please flag it.</i></p> |
| How will the commitment contribute to solve the public problem? | <p>Describe how the commitment will contribute to solve the problem or change government practice towards tackling the problem.</p> <p><i>Tip: In order to do this, explain how will the commitment be implemented. You should provide a clear description of how the milestones listed below will achieve what the commitment sets out to do and obtain the expected results that will contribute to solving the problem.</i></p> <p><i>Tip: use the information contained in your NAP. If something changed, please flag it.</i></p> |
| Why is this commitment relevant to OGP values? | <p>Consider the following questions:</p> <ul style="list-style-type: none"> • Is the commitment disclosing more information, improving quality of the information disclosed, improving accessibility of information to the public or enabling the right to information? If so, the commitment is relevant to Transparency. • Is the commitment creating or improving opportunities or capabilities for the public to inform or influence decisions? Is the commitment creating or improving the enabling environment for civil society in the country? If so, the commitment is relevant to civic participation • Is the commitment creating or improving rules, regulations, and mechanisms to publicly hold government officials answerable to their actions? If so, the commitment is relevant to public accountability <p>Once you have reviewed the questions, provide information in line with the response on how the commitment is relevant to the values outlined above.</p> <p><i>Tip: use the information contained in your NAP. If something changed, please flag it.</i></p> |

Commitment Template (Continued)

| | | | | |
|--|--|----------|------------------|-----------|
| Additional information | <p>Use this optional space to provide other useful information, for example:</p> <ul style="list-style-type: none"> • Commitment budget • Link to other government programs • Link to other relevant plans, such as a National Development Plan or an National Anti-Corruption Strategy • Link to Sustainable Development Goals. <p><i>Tip: use the information contained in your NAP. If something changed, please flag it.</i></p> | | | |
| Completion Level | Not Started | Limited | Substantial | Completed |
| Description of the results | <p>Include specific activities within the reporting period (first or second year of the action plan) and, wherever possible, please indicate whether there has been evidence of members of the public using the commitment or whether the commitment has had an effect.</p> | | | |
| Next steps | | | | |
| Milestone Status | Start Date | End Date | Completion Level | |
| | | | | |
| Contact Information | | | | |
| Lead implementing agency | | | | |
| Persons responsible from implementing agency | | | | |
| Title, Department | | | | |
| Email and Phone | | | | |
| Other Actors Involved, State actors involved | | | | |
| Government Ministries, Department/Agency CSOs, private sector, multilaterals, working groups | | | | |
| Additional Information | | | | |

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5. Progress on Eligibility Criteria (optional)

Governments that have voluntarily taken steps to improve their performance on the OGP eligibility criteria as part of their NAP should identify those actions and outcomes.

6. Peer Exchange and Learning

Briefly describe involvement in peer exchange and learning activities. For example, please describe the nature and outcome of activities where you provided assistance to other countries or if you received assistance during action plan development and implementation.

7. Conclusion, Other initiatives, and Next Steps

- A. Lessons learned:** What were overall lessons learned and challenges encountered with respect to the action plan development and implementation?
- B. Other initiatives (optional):** Report on any other national initiatives or reforms undertaken to advance OGP values that were not included in the National Action Plan.
- C. Next steps:** What are next steps with regard to OGP generally?
- D. Conclusion:** Report on the positive impact of the activities and related outcomes with respect to each commitment; this could include a broader assessment that may detail actions taken outside the action plan itself, such as political/electoral developments, cultural changes, and plans for the future.

08 OGP WORKING GROUPS

In this section you will find:

- Details about how the OGP working groups can assist during the drafting and implementation of OGP action plans.

OGP Working groups provide an opportunity for open government reformers to share experiences, lessons, and best practice in specific open government policy areas. They are a resource for peer learning and technical assistance in support of developing and implementing more ambitious commitments in National Action Plans. The working groups can help you tap into the expertise you need to develop more meaningful and innovative open government reforms.

Each working group is led by government and civil society co-anchors that are experts in their field. Working groups are open to interested government and civil society reformers, professional networks, and others who are interested in the broader open government agenda. Currently there are five working groups covering critical open government policy areas:

1. **Access to Information Working Group** - led by Carter Center and Mexico's Federal Institute for Access to Public Information and Data Protection
2. **Fiscal Openness Working Group** - led by the Global Initiative for Fiscal Transparency
3. **Openness in Natural Resources Working Group** - led by Natural Resource Governance Institute, World Resources Institute, and the Government of Mexico
4. **Legislative Openness Working Group** - led by the National Democratic Institute and the Congress of Chile
5. **Anti-Corruption Working Group** - led by Transparency International and the Government of UK
6. **Open Climate Working Group** - led by World Resources Institute and the Government of France

How Working Groups Can Help

Working groups can assist OGP countries in different ways depending where they are in the national action plan cycle. They can help countries develop more ambitious commitments by facilitating peer learning and providing feedback on draft action plans. They can also serve as a resource for targeted peer exchange and direct technical assistance to improve the quality of implementation of action plans. The following are different ways in which the Working Group can be of assistance:

| ACTION PLAN | HOW WORKING GROUPS CAN HELP |
|--|---|
| <p>Action plan development</p> | <ul style="list-style-type: none"> • Share experiences and best practices on aspects of action plan development (e.g. consultations with civil society, development of commitment milestones). • Review and provide feedback on content of draft action plans. • Help broaden the organisations involved in consultations by recommending thematic experts in specific issue areas. • Identify ambitious model commitments for OGP countries to include in their action plans. • Connect governments to learning resources such as country case studies, best practices, research papers, etc. |
| <p>Action plan implementation</p> | <ul style="list-style-type: none"> • Share experiences and best practices on aspects of action plan implementation (e.g. implementing ATI legislation, setting up open data portals, coordinating with civil society, etc). • Conduct targeted bilateral or regional peer exchanges among countries (e.g. study tours, video conference calls). • Connect the working group’s experts to governments that request technical assistance on implementation. |
| <p>Action Plan Assessment</p> | <ul style="list-style-type: none"> • Assist governments and civil society with performance monitoring methodologies for self-assessment and shadow reports. • Help governments incorporate feedback from the Independent Reporting Mechanism (IRM) to strengthen subsequent national action plans. • Participate in domestic IRM report launches. • Supplement IRM findings with additional analysis and recommendations for government and civil society actors. |

Contact Us

Contact the OGP Support Unit if you would like to participate in working group activities or receive support in developing and implementing your action plan.

For more information please email Abhinav Bahl, OGP Support Unit, Washington DC at abhinav.bahl@opengovpartnership.org