

**OGP Steering Committee  
Governance and Leadership Subcommittee Retreat  
March 21 and 23, 2017 | Paris, France  
Minutes and Action Items**

**Attendees**

**Civil Society Steering Committee Members**

Manish Bapna	World Resources Institute (WRI) - Lead Civil Society Chair
Mukelani Dimba	Open Democracy Advice Centre (ODAC) - Support Civil Society Chair
Alejandro Gonzalez	GESOC
Zuzana Wienk	Fair Play Alliance - Co-Chair, Peer Learning and Support (PLS) Subcommittee
Nathaniel Heller	Results for Development Institute* - Co-Chair, Criteria and Standards (C&S) Sub-committee
Mark Robinson	World Resources Institute (WRI) - Steering Committee second for Manish Bapna

**Government Steering Committee Members**

Jean-Vincent Placé	France, Secretary of State for State Reform and Simplification (Lead Government Chair)
Laurent Dutheil	France, Ministry of State Reform and Simplification
Boris Jamet-Fournier	France, Ministry of State Reform and Simplification
Laure Lucchesi	France, Etalab
Amélie Banzet	France, Etalab
Mathilde Bras	France, Etalab
Dylan Gelard	France, Ministry of Foreign Affairs
Aleksandre Baramidze	Georgia, First Deputy Minister of Justice - Support Government Chair
Zurab Sanikidze	Georgia, Ministry of Justice
Kety Tsanava	Georgia, Ministry of Justice*
Qinisile Delwa	South Africa, Department of Public Service and Administration*
Radu Puchiu	Romania, Secretary of State, Prime Minister's Office
Thom Townsend	UK, Cabinet Office
William Gerry	UK, Cabinet Office
Patrick Hynes	UK, DFID

**Open Government Partnership Support Unit**

Sanjay Pradhan	Support Unit
Paul Maassen	Support Unit
Jaime Mercado	Support Unit
Joe Powell	Support Unit
Abhinav Bahl	Support Unit *

\* Remote participation

## Agenda

### Tuesday March 21, 2017 - Working Level

*In attendance: GL working level members, troika members (Alejandro Gonzalez and Government of South Africa) and co-chairs of PLS and C&S OGP subcommittees*

#### **Session 1: Welcome and review of the agenda**

- Desired outcomes from this retreat
- Scene-setting update on Strategic Refresh

#### Highlights:

The Strategic Refresh phase one was launched in Paris and has been posted online for public comments. Since the Paris Summit the Support Unit has used the Strategic Refresh document as the basis for a concrete 2017 implementation plan, focused on intensified country and global support. Once the Support Unit has had six months experience in implementing the Strategic Refresh, and the Steering Committee has made progress on revising OGP's 'rules of the game', there will be a final package drafted for this year's UNGA where a final blessing will be given by the Steering Committee.

#### Action Items:

- Remind the OGP community of the online location of the Strategic Refresh to enable further dissemination and collection of comments. Public comment version of the Strategic Refresh can be found [here](#).

#### **Session 2: OGP's geopolitical positioning and global advocacy strategy**

- Review of objectives and activities of the global advocacy strategy
- Identifying ways in which the Steering Committee could lead and support different elements within this effort - such as Paris Declaration follow up
- Political strategy around leadership and succession in OGP (including new government and CSO Steering Committee members, new co-chairs)
- Recruiting Ambassadors/ Role of OGP Envoys

#### *Guiding questions:*

- How could the global advocacy strategy be shaped to strengthen OGP's geopolitical positioning as a countervailing force to rising populism and citizen distrust?
- What would the political strategy for galvanizing new leadership in the OGP look like?
- When should OGP speak out on open government issues in individual countries?

#### Highlights:

The four strategic objectives of the global advocacy strategy and corresponding activities were discussed:

- 1) Building high level political leadership and a new coalition: New steering committee members; selecting the next co-chairs; rebooting the subnational leaders' tier.

- 2) Strategic communications with evidence: Campaign messaging rooted in evidence and country examples; New OGP Ambassadors and Envoys; 2017 OGP Awards; Possible State of the Partnership report.
- 3) Strategic partnerships and global fora: Connection to priority multilateral processes (G20 agenda for 2017-2018; HLPF 2019 and SDGs); and engagement of the private sector
- 4) Country actions and progress on norms/thematic priorities: OGP countries showcasing transformative open government reforms and results, led by Steering Committee; Support for priority countries; Advance Paris Declaration; explore a “Trust Taskforce”.

The role of OGP in the global arena, and what it would look like in practice, needs to be clearly articulated in a compelling narrative. Concrete campaign goals for each activity must be defined along with a clear strategy to achieve them. The Steering Committee itself needs to lead by example, including by revising the rules of the game to ensure they are incentivizing more ambition in OGP.

OGP must position itself as a positive global movement for openness and deeper democracy, and as a countervailing force against the rise of closed government. The overarching goal is to open governments so that they serve their citizens and deliver concrete results through sub-campaigns (open budgets, open contracts, etc.). To achieve this goal, OGP must not only focus on the positive front (e.g. successful examples and result stories of open governance reforms), but also to be a countervailing force (e.g. standing up for civic space and freedoms). The Support Unit will ensure it has the skills to support this global work, internally and/or through external consultancy help.

There is potential to engage non-traditional actors, such as youth movements, in the global work. It would be beneficial to leverage examples of initiatives and commitments that have worked and delivered results, so as to engage Ministers and communicate the benefit of participating in OGP. The stories work of the new Knowledge, Learning, Innovation and Capacity Building (KLIC) team should be widely disseminated.

#### Action Items:

- Future Steering Committee co-chairs: Outreach needed to eligible governments. The deadline for letters of interest is extended until the end of April 2017 to give newly elected governments more time to consider whether to apply. Final chair proposals will be due by end of May 2017 in time for the Steering Committee to make its selection at the next in person meeting in late June.
- OGP Ambassadors and Envoys:
  - The new position of OGP envoys was approved, and will initially focus on former Steering Committee principals, plus select candidates nominated by the Steering Committee and approved by GL.
  - The process of recruiting new OGP ambassadors will be accelerated, with nominations being sought from the Steering Committee, assessed according to the criteria agreed in 2016 and then approached by the co-chairs on a no

objections basis. Nominations will be sought for names that have impact in the different OGP regions.

- In addition to Ambassadors and Envoys the Support Unit will set up a system to keep track of departing points of contact, and other supporters of OGP national processes so we can continue to engage them.
- The Support Unit will produce an options paper for different forms of a “State of the Partnership Report” report, for the Steering Committee to discuss and amend. If approved the first report would be in 2018.
- The G20 is a key opportunity, and the Support Unit will now work with the Argentinian Government to explore the possibility of a significant open government focus in 2018.
- The High Level Political Forum on the SDGs is a good medium term target, and also requires a mini-strategy for the Steering Committee to discuss in the coming months.
- The Support Unit will develop an options note on private sector engagement and strategy for the June Steering Committee meeting.
- “Trust Taskforce”: Support Unit to develop and share a concept note with GL on how to generate new ideas and build on current OGP commitments which aim to build trust between citizens and government.

### **Session 3: Follow-up on Paris Declaration, co-chair declaration and collective actions**

- Review list of leads for each action
- Collect ideas for integrating the Paris Declaration work firmly into OGP

#### Highlights:

The Paris Declaration reflects the thematic priorities of a broader open government agenda as defined by the community. There is a need for strong leadership to move the Declaration and its Collective Actions forward. The Paris Declaration was intended to serve as a forum to advance peer learning by bringing together knowledge and expertise on the 20 thematic areas covered by the collective actions. The Declaration received a total of 300 contributions of varying types (e.g. peer learning offers, policy commitments) levels of specificity, ambition and potential to serve as exemplary commitments in National Action Plans. The 20 collective actions are a mapping of the main thematic priorities and specific needs on which OGP could focus its technical and expertise support, together with countries and civil society organizations that contributed.

The current OGP Working Groups were identified as key potential leaders for the collective actions, as 13 out of 20 are covered by the current Working Group issue areas. For 2017, the Working Groups received funding for two main tasks: 1) Support NAPs development, and 2) support the Paris Declaration. In addition, many governments and CSOs have volunteered to lead some of the collective actions. Potential leaders for those actions not mapped to existing Working Groups were identified. The updated mapping of collective actions can be found [here](#).

With 28 new action plans being developed in 2017, there is a great opportunity to introduce the collective actions into the broader OGP process. The 20 collective actions can serve as a guide

and inspiration on what should be included in NAPs, yet provide flexibility on the wording and expected outcomes from each action.

Some concerns were raised regarding the collective actions, primarily around the additional resources needed for their implementation. Likewise, some Working Groups have more capacity than others to take forward the actions.

#### Action Items:

- Hold conversation with Working Group leads on leading the collective actions that fall under their area of expertise
- Send formal communication to volunteer leaders to explore their capacity and/or constraints to lead the actions they signed up to.
- Explore addition of collective actions on public service delivery or any other topics that were missed in the original list.
- Propose a tool to provide visibility on the implementation of actions on the 20 collective actions and promote peer learning and exchanges on these collective actions
- The Support Unit will develop a short strategy and communications plan on moving the 20 collective actions forward, including how the Declaration can be an advocacy tool for civil society.

#### **Session 4: Country level support: What will OGP do to support priority countries in 2017?**

- Review successful country support methods - and the emerging menu of services
- Discuss how Steering Committee will support priority countries, including new countries
- Progress on MDTF and support on implementation of commitments

#### *Guiding questions:*

- How will the Steering Committee support countries more effectively in 2017?

#### Highlights:

The menu of services is intended to support countries to develop and implement ambitious commitments and design robust co-creation processes. Many of the menu items are built on previous work to scale it up and deepen it, and other new ideas will be tested in. Successful implementation of the menu of services will require a collective approach from the whole partnership.

All countries will continue to receive regular support from the Support Unit, with a small group of priority countries receiving more focused support. This small group is not static as new countries may be dropped or added throughout the year depending on political opportunities. Each country has a short strategy which includes cross-program support and roles for the Steering Committee and strategic partners. Support is needed for both the process of OGP and the substance of delivering open governance reforms.

The Steering Committee will play a key political role to find entry-points and provide support to action plan co-creation processes. The Steering Committee's soft power can help convey the value add of OGP, and raise the political profile of the partnership.

#### Action Items:

- Map the menu of services along the OGP process for countries (consultation, development of NAP, implementation, etc.).
- Add a note on how to access different types of support on the menu of services
- Improve the profiling of the evidence base and stories on the OGP website

#### **Session 5: Key Steering Committee Decisions: Rules of the Game**

- Rules of the game
  - What problems are we trying to solve?
  - What role in solving do the 'Rules of the Game' play?
  - Priority issues include participation in OGP and country review rules, response policy review, co-creation guidelines
- Azerbaijan and Montenegro

#### *Guiding questions*

- How can we ensure a smooth Steering Committee decision-making process in the run up to the September ministerial Steering Committee?
- What is the appropriate level of input from the full Steering Committee, the wider community and Ministers?

#### Highlights:

The second phase of OGP's Strategic Refresh includes a review of the rules of the game in order to ensure they incentivize countries to perform their obligations as participating countries of the Partnership, and to help deliver on the key strategic priorities outlined in the first phase of OGP's refresh. The rules of the game should not be seen as punitive measures, but rather as a positive mechanism for incentivizing ambition.

Some of the current overarching problems identified by the broader OGP community include the eligibility criteria for countries to join the Partnership and remain as an active participating country. Other issues raised were the failure of some countries to deliver ambitious commitments or lack of adherence to the overall OGP process altogether.

In order to address these challenges, the rules of the game review is composed of several components, which includes new participation and co-creation standards, response policy review, country review process, country eligibility criteria, IRM and International Experts Panel (IEP) refresh, and rules on action plan development, which covers country calendars, timelines and self-assessment reports.

To enable a comprehensive review of the rules of the game, the timeline for the review should be mapped to the 2017 calendar leading up to the OGP Ministerial Steering Committee meeting in September, 2017. While these components set the building blocks of the review, adjustments made to these components in the next six months should focus on the problems that each aims to solve.

Action Items:

- The Criteria and Standards subcommittee will draft proposals on the options for review by the Steering Committee in their next in-person meeting of 2017.
- A final set of proposals based on feedback and recommendations from the Steering Committee will be prepared for approval at the OGP ministerial Steering Committee meeting in September 2017.

**Session 6: Peer learning and support**

- Update on PLS agenda for 2017, including review of working groups
- How to galvanize the Steering Committee to take peer learning forward

*Guiding questions*

- Does the OGP need a PLS subcommittee?
- What should its role be?
- How should it fulfil that role?

Highlights:

The PLS subcommittee is developing its 2017 agenda and conducting a light-touch review of its main peer learning activities and programs in an effort to deliver the Partnership's strategic priorities.

PLS has traditionally provided strategic oversight (e.g. oversee the OGP Working Groups), advice on scaling and strengthening peer learning support, and direct peer learning support to countries. The co-chairs are now interested in building a sustainable longer-term strategy which could include new ideas such as sharing digital tools, study tours, open government fellowships and helping build smaller networks where stakeholders could be more willing to open up and share their real challenges than at major public OGP event. There are many structures already in place which can be leveraged for the OGP process such as World Bank peer-learning structures and initiatives being pushed by universities.

To scale up peer learning activities in OGP, the concrete needs and incentives of governments need to be identified, along with dedicated resources inside governments that may be needed to help provide this support. In order to reach a broader community, peer learning ideas also need to consider how to access stakeholders who are unable to participate in person at OGP events. The overarching constraint for PLS has and continues to be resources and capacity.

Action Items:

- PLS co-chairs to share a strategy for long-term peer learning based on previous experience which includes proposed mechanisms (internships, study tours, etc.).
- PLS will share what the next steps will be within two weeks following the retreat.
- PLS will develop a plan to be endorsed by the full Steering Committee in its June meeting

### **Session 7: Review Steering Committee key decisions for 2017**

- Review Steering Committee calendar and key decisions for the year

#### *Guiding questions*

- Do we have an ambitious and achievable agenda for the Steering Committee this year?

#### Action Items:

- A proposal of revising the terms and language of inactivity will be included in the response policy review.
- A report will be commissioned on the Azerbaijan case to analyze what progress has been made since the Steering Committee declared the government inactive in OGP in May, 2016.

### **Session 8: Review Support Unit implementation plan and budget**

- Summarize key points emerging from the day's discussions to be integrated into revised work plan
- Seek GL endorsement on that basis

#### Highlights:

The 2017 budget and work plan reflect new and enhanced areas of demand, and raised expectations globally on the role OGP needs to play. The total resource envelope amounts to USD 9.55M, with the majority of investments in country support, global advocacy and campaign work, the ONE OGP project (including spin-off from the Tides Center), KLIC and the IRM. Staffing will be bolstered to support the increased demand, which includes five additional staff for country support, three for Operations (bringing Tides functions in house), one for the IRM and one for KLIC.

The projection for 2017 includes 3.75M from foundations, 3.55M from bilaterals, and 2.4M from country dues. There is one pending grant attached to a specific set of activities that will be added to the work plan and budget once approved.

#### Action Items:

- The budget for 2017 was approved on a no-objection basis.
- The Support Unit requested the assistance of the Steering Committee to convey the importance of paying country dues to all participating governments.
- As part of the Support Unit transparency efforts, funding sources may now be found OGP's website (see [here](#)).



- More detail will be provided on the budget, including breakdowns of professional service and overhead costs, and a clearer breakdown of funding received.
- If the Support Unit needs to spend additional funds beyond what is budgeted, it will be brought to the attention of the Steering Committee in its next in-person meeting in June 2017.
- The breakdown of our revenues for 2016 and projected revenues for 2017 are as follow:
  - 2016: Private Foundations (42%); Bilateral Agencies (18%); OGP Country Contributions (40%)
  - 2017: Private Foundations (39%); Bilateral Agencies (37%); OGP Country Contributions (25%)

### **Thursday March 23, 2017 - Ministerial Level**

*In attendance: Current GL ministerial level members*

#### **Session 1: Welcome and review of the agenda**

#### **Session 2: Reasserting OGP in today's geopolitical context - ideas for raising OGP's political profile**

- Building a new coalition of political leaders for OGP
- Strategic use of events and communications opportunities

#### **Highlights**

The next six months are critical for OGP to rebuild a powerful global political coalition for open government. To advance on its strategic objectives, OGP needs the high level political support from the Steering Committee and the co-chairs. Concrete asks for Ministerial level engagement include:

- 1) High level political leadership - assist in securing strong future leaders of the Steering Committee.
- 2) 2017 UNGA – Heads of State/Government from the co-chairs host a handover event and showcase their work on open governance, thereby acting as role model for the wider partnership and the world.
- 3) Raise OGP's profile and influence - be an active voice in global forums and bilateral conversations to showcase the value of OGP.
- 4) Ambassadors - assist in identifying and securing influential new ambassadors for OGP.
- 5) Multilateral processes - assist in introducing OGP into the G20 Argentina summit in 2018.
- 6) Lead by example - co-create strong NAPs that include ambitious commitments leveraging the Paris Declaration.

#### **Action Items:**

- Co-chairs to continue outreach to potential future co-chairs at Ministerial level.

### **Session 3: Priorities for current OGP co-chairs until Sept 2017 - and role of Ministers to achieve these**

- Discussion led by Minister Placé and Manish Bapna

#### Highlights

The lead co-chairs presented a stock take of achievements so far:

- The OGP summit in Paris was a great success through the mobilization of the international open government community, at the highest political level, as well as in the civil society.
- The Paris declaration renewed the ambition of participants
- The objective of the collective actions is to reinforce country cooperation on digital tools and technical cooperation. It is one of the priority that the co-chair will continue pushing forward
- Moreover, the co-chair will continue to work towards building incentive mechanism and support for countries to implement open government values and principles, on a national and international level (reinforce the geopolitical positioning, the legitimacy of the partnership, its expertise and its technical resources for concretely helping countries in the implementation of their NAPs).

Minister Placé thanked everyone for the support, in what is likely to be his final international OGP Steering Committee meeting before the change of French government.

#### Action Items:

- Co-chairs to invite representatives of incoming Steering Committee members to the June in-person meeting as part of orientation.

### **Session 4: Discussion of potential priorities for Georgia and Mukelani Dimba as incoming co-chairs**

- Discussion led by First Deputy Minister, Mr Baramidze, and Mukelani Dimba

#### Highlights

The incoming Steering Committee co-chairs shared their initial ideas for priority areas they would like to focus on once their tenure begins on October 1, 2017. Among these initial ideas were leveraging OGP to create better socioeconomic outcomes in participating countries and focusing on improving basic services that affect the lives citizens, such as water, health, sanitation and housing.

Another suggested priority is to broaden the base of OGP stakeholders, such as engaging parliaments and bringing ordinary citizens to the core of OGP in order to achieve a 'one-country-approach' and foster greater citizen participation.

The incoming co-chairs will serve as key geopolitical actors, both regionally and abroad, and play a critical role in harnessing high level political leadership to drive OGP forward.

Action Items:

- Georgian Government and Mukelani Dimba to follow up and draft a co-chair priorities proposal.

**Session 5: Report on France and Georgia visits to Azerbaijan**

- Presentation by First Deputy Minister, Mr Baramidze, and Minister Placé on findings from Azerbaijan trip
- Discussion of next steps

Highlights:

The governments of France and Georgia visited Azerbaijan recently, and provided summaries of their meetings and findings. The Steering Committee will take a decision on next steps at its June in person meeting. Before then, all of the co-chairs recommended an official OGP delegation should visit Azerbaijan on a fact-finding mission so the Steering Committee has the most up to date facts before it takes its decision. This trip will likely take place in May 2017.

Action Items:

- Support Unit to organize official Steering Committee visit to Azerbaijan, before the June meeting.

**Session 6: Wrap up and next steps**

Highlights:

OGP's strategy for the next five years has two overarching themes: 1) Geopolitical positioning to define what OGP stands for, and 2) Enhance country-level work to bring real-world outcomes to people's lives. Both of these have vital roles for Ministers and civil society leaders on the Steering Committee, and should be the key focus of the group.