

OGP Steering Committee Meeting

16-17 July 2018 - Tbilisi, Georgia

Open
Government
Partnership



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**OGP Steering Committee
Working Level & Ministerial Meetings
16-17 July 2018
Tbilisi, Georgia**

Monday, July 16 - Working Level SC | 13:00-18:00

Welcome and Introductions | 13:00-13:10

1. Mid-year OGP implementation update | 13:10-13:40

- a. Update on global: Open Gov Week, Bellagio Leadership Retreat, Georgia Summit
- b. Update on thematic: New MoUs, Trust Fund Window 2, Anti-corruption summits
- c. Update on country: 2018 co-creation, early warning countries/locals, countries under review, elections and new administrations, new analysis and trends

Expected outcome: Steering Committee discussion on progress of implementation, including successes and challenges, and priority areas for the SC and SU to focus on in second half of 2018.

Background Materials:

- 2018 Countries Under Review Update (p. 12)

2. OGP Deep Dives | 13:40-15:25

- a. OGP Local
 - i. Lessons learned from Local Pilot
 - ii. Expansion: timeline and roadmap

Expected outcome: Steering Committee discussion on OGP Local performance to date, and agreement on timeline and roadmap for future of OGP Local program.

Background Materials:

- OGP Local Program Update (p. 16)

- b. Stories and Evidence
 - i. Research and evidence
 - ii. Storytelling campaign
 - iii. State of Open Government Report

Expected outcome: Steering Committee commits to playing an enhanced role and provides feedback on OGP's efforts on storytelling, evidence building, and impact evaluation of open government reforms.

- c. OGP Trust Fund
 - i. Update on co-creation grants
 - ii. Upcoming grant windows
 - iii. Menu of services pilot

Expected outcome: Steering Committee input and support to develop demand for services offered through implementation and thematic partnership windows of the OGP TF.

Background Materials:

- *OGP Trust Fund Update (p. 20)*

Coffee Break | 15:25-15:40

3. Criteria and Standards and Procedural Resolutions | 15:40-17:20

- a. OGP Local Resolution
 - i. Proposed resolution on extending all procedural guidelines to OGP Local participants.

Expected outcome: Steering Committee reviews and approves OGP Local Procedures Review resolution.

Background Materials:

- *OGP Local Procedural Review Resolution (p. 23)*

- b. IRM refresh and recommendations
 - i. Presentation of proposed resolutions to adopt recommendations from the IRM review process undertaken in 2017.

Expected outcome: Steering Committee endorses the IRM Refresh and approves proposed resolutions.

Background Materials:

- *Independent Reporting Mechanism (IRM) Refresh Resolutions (p. 24)*

- c. Rapid Response Mechanism
 - i. Presentation of the draft Rapid Response Mechanism for Steering Committee feedback.

Expected outcome: Steering Committee reviews and discusses the proposed Rapid Response Mechanism being tabled for SC approval.

Background Materials:

- *OGP Rapid Response Mechanism (p. 29)*

4. OGP Board Update | 17:20-18:00

- a. Fundraising and financial health update presented by the OGP Secretariat Board and Support Unit.

Expected outcome: Steering Committee reviews fundraising efforts and identifies support for medium-term OGP financial sustainability strategy.

Background Materials:

- *Update on OGP Board Activities (p. 39)*

- *Update on 2018 Country Contributions (p. 40)*

Tuesday, July 17 - Ministerial Level SC Meeting (14:30-18:00)

Welcome and Introductions | 14:30-14:40

1. Governance and Leadership subcommittee: Harnessing political leadership for OGP | 14:40-14:55

- a. Presentation of SC resolution to mark the Georgia Global Summit
- b. Overview of why we need Steering Committee leadership to propel OGP
- c. Overview of Steering Committee Strategy Activities for 2018-19

Expected outcome: Steering Committee endorses resolution of the Georgia Global Summit

Background Materials:

- ***Steering Committee Resolution of the Georgia Global Summit circulated in advance via email***
- *Steering Committee Strategy to Deliver 2018 OGP Collective Deliverables (p. 42)*

2. Global Level Actions: Responding to Threats to Democracy and Civic Space | 14:55-15:40

- a. How should the OGP community respond to the global trends of democratic backsliding and declining civic space? What is the role that the OGP SC can play in setting and speaking out in support of open spaces for civic rights, protection of civil liberties, and rebuilding trust between governments and citizens?
- b. How can SC countries and civil society members lead by example, and how can those around the table encourage better protection of civic space in their own countries, including through their OGP action plans?

Expected outcome: Steering Committee agrees on how to act on these emerging threats at the global level with a more proactive coalition coming together in support of democracy and openness, and by leveraging their OGP action plan processes at the national level.

Background Materials:

- *Executive Summary of "The Right Tools for the Right Job: How OGP can help win the fight for civic space" (p. 49)*

3. Thematic Leadership actions: State of OGP Priority Themes | 15:40-17:10

- a. **Combating money laundering, corruption and improving efficiency and accountability of government: Beneficial Ownership & Open Contracting**
 - i. At the country level, how can Steering Committee countries concretely lead by example on implementation of emerging open government norms (e.g. developing beneficial ownership registers, committing to OCDS etc.)? How can countries leverage OGP as a vehicle to deliver on their respective national anti-corruption agendas?



- ii. At the global level, what steps can the Steering Committee take to showcase clearer leadership at international forums to help to frame global debates on these issues? Any examples SC members have to share on how this may have been done already? E.g. at forums such as the UK anti-corruption summit or regional summits.
- iii. What more could OGP do to help SC countries to coordinate on and implement commitments made in support of multilateral or bilateral processes (e.g. G20, EITI, the International Anti Corruption Conference in November etc.)? What additional peer exchange and thematic learning opportunities could OGP offer to its participants to launch and implement such reforms?

Expected Outcome:

Identify opportunities for SC leadership at the country level: Steering Committee members leverage their OGP action plan processes to develop more ambitious anti-corruption commitments that align with and reinforce their national anti-corruption agendas.

Identify opportunities for SC leadership at the global level: Strengthen existing coalitions to help secure robust implementation of anti-corruption commitments across OGP; discuss how OGP can help translate commitments made on global platforms and communiques into concrete national reforms.

Background Materials:

- *State of OGP Priority Themes: Anti-Corruption (p. 52)*

b. Modernizing public services and delivering for citizens

- i. At the country level, how can open government principles and approaches be used to engage citizens in shaping and monitoring reforms on key public services such as water and education?
- ii. At the global level, how are OGP participants using OGP to achieve SDGs?
- iii. What steps will we take as SC to build, strengthen and support coalition(s) to drive forward action on service delivery through OGP action plans?

Expected outcome:

Identify opportunities for SC leadership at the country level: Steering Committee members leverage their OGP action plan processes to develop ambitious reforms in line with national development programs to modernize public services and other relevant policy frameworks.

Identify opportunities for SC leadership at the global level: Strengthen coalitions to advance priority themes across OGP and leverage global norms to implement ambitious country reforms.

Background Materials:

- *State of OGP Priority Themes: Public Service Delivery (p. 56)*

4. High-Level Political Engagement | 17:10-17:35



- a. Identifying future leaders of the open government movement and OGP
- b. Steering Committee support for countries with recent and upcoming political transitions, and countries with challenges
- c. Identify strategic countries to join OGP

Expected outcome: Steering Committee agrees on plan of action to engage these countries.

5. Future leadership of the Steering Committee | 17:35-18:05

- a. Incoming co-chairs agenda - Canada and Nathaniel Heller
- b. Presenting the new SC co-chairs (Government and Civil Society)

Expected outcome: Steering Committee feedback on the co-chairs agenda; the incoming co-chairs of the OGP Steering Committee are identified.

Background Materials:

- *OGP Civil Society Steering Committee Co-Chair Candidacy Note (p. 59)*
- *OGP Government Steering Committee Co-Chair Candidacy Note (p. 63)*

Draft List of Attendees

Government Steering Committee Members

Government of Argentina (*incoming SC member – Observer*)

Andres Horacio Ibarra	Minister of Modernization
Rudi Borrmann	Undersecretary of Public Innovation
Carolina Cornejo	Government Point of Contact

Government of Canada (Incoming Co-Chair)

Scott Brison	President of the Treasury Board, Government of Canada
Francis Bilodeau	Assistant Deputy Minister, Digital Policy and Service
Mélanie Robert	Executive Director, Open Government and Service
Jaimie Boyd	Director, Open Government
Thiago Fernandes de Lima	Senior Advisor, Treasury Board of Canada Secretariat

Government of Chile

Claudio Alvarado Andrade	Undersecretary, General Secretariat of the Presidency
Gonzalo Guerrero Valle	Executive Secretary, Commission of Probity and Transparency

Government of Croatia

Helena Beus	Head of Office for Cooperation with NGOs
Vesna Lendić Kasalo	Deputy Head of Office for Cooperation with NGOs
Darija Marić	Government Advisor, Government Point of Contact
Nemanja Relić	Government Advisor, Office for Cooperation with NGOs

Government of France

Henri Verdier	Head of Digital Affairs
Amelie Banzet	Open Government Office, Etalab, Prime Minister Office

Government of Georgia (Lead Co-Chair)

Thea Tsulukiani	Minister of Justice
Zurab Sanikidze	Director of Analytical Department at the Ministry of Justice of Georgia

Government of Indonesia

Dr. Moeldoko	Chief of Staff - Executive Office of the President
Yanuar Nugroho	Deputy Chief of Staff - The Executive Office of the President
Slamet Soedarsono	Deputy of Politics Law, Security and Defense Affairs - Ministry of National Development and Planning
Agung Hikmat	Advisor to the Deputy Chief of Staff - Executive Office of the President
Husni Rohman	Deputy Director For Public Service Affairs - Ministry of National Development and Planning

Government of Italy

Stefano Pizzicannella	Director, Department for Public Administration
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Government of Mexico

Arley Gómez González	Minister of Public Administration
Dr. Eber Omar Betanzos	Vice Minister of Public Administration

Alejandra Rascón Rodriguez	Head of the Unit for International Cooperation and Open Government, (MPA), Government Point of Contact
Pablo Villarreal	Deputy General Director of International Affairs, Ministry of Public Administration

Government of Nigeria (incoming SC member - Observer)

Abubakar Malami, SAN	Attorney General and Minister for Justice
Zainab Ahmed	Minister for state Budget and National Planning
Juliet Ibekaku-Nwagwu	National Coordinator OGP Nigeria
Edetaen Ojo	OGP Nigeria CSO Co-Chair
Tayo Aduloju	OGP Nigeria Incoming CSO Co-Chair

Government of Romania

Madalina Mitroi	Head of the Department for Open Government, Secretariat General of the Government
Larisa Panait	Advisor, Secretariat-General of the Government

Government of South Africa

Ayanda Dlodlo	Minister of Public Service and Administration
Qinisile Delwa	Chief of Staff, Ministry of Public Service and Administration
Mesuli Macozoma	Ministry of Public Service and Administration
Jacobus Henning	Ministry of Public Service and Administration
Lukhanyo Vangqa	Ministry of Public Service and Administration

Government of South Korea

Kim Boo Kyum	Minister of the Interior and Safety
Sang-rak Song	Director General, Ministry of the Interior and Safety
Minjoo Koo	Deputy Director, Ministry of the Interior and Safety
Yujin Lee	Deputy Director, Ministry of the Interior and Safety
Su Hyun Jung	Deputy Director, Ministry of the Interior and Safety
Hyuk Sun Kwon	Staff, Ministry of the Interior and Safety

Civil Society Steering Committee Members

Mark Robinson	World Resources Institute
María Baron	Directorio Legislativo
Helen Darbshire	Access Info Europe
Mukelani Dimba (Lead Co-Chair)	International School for Transparency
Aidan Eyakuze	Twaweza
Nathaniel Heller (Incoming Co-Chair)	Results for Development
Robin Hodess	The B-Team
Suneeta Kaimal	Natural Resource Governance Institute
Giorgi Kldiashvili	Institute for Development of Freedom of Information

Tur-Od Lkhagvajav	Asia Democracy Network
Zuzana Wienk	Fair Play Alliance
<i>Danny Sriskandarajah (incoming Steering Committee member - Observer)</i>	<i>Civicus</i>
<i>Delia Ferreira Rubio (incoming Steering Committee member - Observer)</i>	<i>Transparency International</i>
<i>Scott Miller (Additional Steering Committee member - Observer)</i>	Volunteering New Zealand
<i>Lucy McTernan (Additional Steering Committee member - Observer)</i>	Scottish Council for Voluntary Organisations (SCVO)

Logistical Note

The Ministerial and Working Level Steering Committee meetings will take place at the National Archives of Georgia, located at 1 Vazha-Fshavela Ave, Tbilisi, Georgia

Participation Protocol

The Steering Committee agreed on a list of protocols for meetings in September 2014. The document specifically addresses participation at SC meetings as follows:

“Members are strongly encouraged to attend all official Steering Committee meetings at the appropriate level. Each member should have one designated principal who sits at the table and casts a vote as needed. Each principal may also designate a ‘plus one’ to sit next to (or behind) the principal. The plus one may be asked to speak on certain issues in place of the principal but does not have a vote. As space allows, members may also be invited to bring one or two additional observers to the meeting. Observers will sit around the perimeter of the room.”

OGP Observers

Representatives from relevant international organizations and intergovernmental bodies may be invited by the SC to attend the OGP Biannual Summit and related SC events as observers, when this can be accommodated practically. In addition, a representative of each of OGP’s multilateral partner organizations will be invited to participate in the relevant sessions of at least one SC meeting per year. Observers have no role in SC voting, but may

be invited to share their views, particularly those related to country support and peer exchange.

Voting Protocol

The OGP Articles of Governance make provision for the members of the Steering Committee to cast a vote on decisions where consensus cannot be established. This note establishes the protocol for a vote being called in a Steering Committee meeting, and the process that will be followed.

OGP Articles of Governance, page 8:

Decision Making: Major policy decisions are to be made by the full SC, in its meetings or by circular, when meetings are not practical. In making decisions, SC members are to seek to develop consensus; failing consensus, decisions are to be made by simple majority (except in the case of a vote on continued eligibility, as detailed under Section II). In the case of tied votes, the lead chair casts a second and determining vote. A quorum is established when at least 50 percent of each constituency (governments and civil society organizations) are present. The Governance and Leadership Subcommittee is empowered to make logistical decisions between meetings such as, for example, specific details related to the Biannual Summit.*

SC members may not vote by proxy if they are unable to attend voting sessions. Members may elect to bring guest observers to SC meetings, with prior approval from the Governance and Leadership Subcommittee. Such guest observers cannot participate in voting.

*'Lead chair' in the Articles of Governance historically refers to the 'lead government chair'.

Process

A vote can be called in a Steering Committee meeting either where consensus cannot be easily achieved on a particular decision, or where there is a definitive decision to be made between a number of options (for example voting on the next OGP co-chair where there are multiple candidates). In those events this process will be followed:

1. The lead co-chairs will agree on the need for a vote and propose that to the Steering Committee.
2. The Steering Committee will be invited to make comments on the decision that is being voted on, which will be subject to the usual Chatham House Rule, unless a Steering Committee member requests otherwise.

3. The lead co-chairs will set out the resolution that is being voted on and the options available.
4. The Support Unit will be responsible for providing ballot papers that clearly list the resolution being voted on, and the options available, and ask Steering Committee members to mark their decision. Ballot papers will remain anonymous.
5. Steering Committee members will be invited to post ballot papers in a box. All Steering Committee members are entitled to one vote per resolution. The Support Unit will count papers -with one of the lead co-chairs observing- to determine the result of the vote and will communicate the decision to the full Steering Committee. In the case of tied votes, the lead government chair casts a second and determining vote.

Voting principles

- A vote can only be called in a Steering Committee meeting that is quorate (50 percent of each constituency G government and civil society members G are present).
- Each Steering Committee member has one vote. For government members that vote can be cast by any member of the official delegation in attendance in person at the meeting. For civil society members that vote can be cast only by them -or their previously designated second- in person at the meeting.
- Steering Committee members can choose to abstain from a vote after it has been called and the options have been presented. The number of abstained votes will be noted in the results.
- The results of votes taken by the OGP Steering Committee will be recorded in the minutes of that meeting but a member's individual decision will not be noted, unless they request otherwise.
- The majority decision, after a vote has been taken, is binding and the resolution will be recorded in the minutes of the meeting.

Steering Committee Background Materials



Countries Under Review Update **Effective 1 July 2018**

I. Countries under procedural review - A country's participation in OGP may be reviewed by the Criteria and Standards Subcommittee (C&S), or by the full Steering Committee (SC) upon recommendation by the C&S, if it acts contrary to OGP process. There are currently six countries under procedural review:

A. Bosnia and Herzegovina (BiH) - BiH's decision (from late 2016) to participate in OGP mandates that an Advisory Committee for OGP be established to advise and coordinate the promotion of transparency and openness in public administration, and citizen engagement in the design of public policy. The Advisory Committee would also be responsible for the coordination of the development of BiH's OGP action plan (AP). The decision of the Council of Ministers mandates the Advisory Committee to be composed of representatives from State and Entity levels of government, as well as civil society. The Central government, Federation of Bosnia-Herzegovina and Brcko District have been signed up to OGP by appointing representatives to the Advisory Committee, but the Republika Srpska had not appointed a representative despite multiple attempts by civil society, central government, and multilaterals to reach them. In early 2018, the Support Unit received a letter from the Government of BiH with an update on the OGP process in BiH, and indicated that, should the Republika Srpska not sign on to OGP - the only remaining government body to do so - the Council of Ministers of BiH will propose a new solution to carry the OGP process forward.

Following continued support and outreach from the Support Unit and the C&S, the government of the Republika Srpska confirmed the appointment of their representative to the OGP Council. With the OGP Council fully constituted for the first time since joining OGP, the first meeting of the MSF was held on May 29-30, 2018. The first day of the meeting was to constitute the Forum and the second day to start work on co-creation. The second session of the MSF was held on June 21.

In order to conclude the review process, BiH must submit its AP in 2018. If BiH fails to deliver an AP, the C&S will recommend that it be designated as inactive by the Steering Committee during their next meeting.

B. Cabo Verde - Cabo Verde was found to have acted to contrary to process in 2016 and in 2017 due to failure to deliver an AP since having joined OGP in 2015. A Support Unit delegation visited Cabo Verde in May 2017 to kick-start the action plan development process, initiate the creation of a permanent dialogue mechanism, and meet with key stakeholders in the process. On December 23, 2017, the SU received a letter from H.E. Jose Ulisses Correia e Silva, Prime Minister of Cabo Verde, informing that they hoped the action plan will be delivered by early 2018. In his letter, PM indicated that some procedures to formalize Cabo Verde's OGP membership internally were required before its first AP was submitted, which includes cabinet and parliamentary approval and final signing from the President. The completion of this process will then enable Cabo Verde to proceed with its financial contribution to OGP and subsequently submit its AP.

On June 19, 2018, the government of Cabo Verde sent its first commitment for feedback from the Support Unit.

In order to conclude the review process, Cabo Verde must submit its AP in 2018.

C. Croatia - Croatia was found to have acted to contrary to process for two consecutive cycles for having failed to deliver an AP since 2016. The primary reason for the delay in delivering an AP is the inconsistent ownership of OGP within the government. Croatia has had three governments since the November 2015 election and several accompanying changes in Ministerial leadership. The office that has led OGP on operational level since the beginning of Croatia's participation, the Office of Cooperation with NGOs, has been trying to move the process forward and developed a draft AP in September last year. In late 2017, the government appointed a State Secretary within the MFA to lead OGP. The Government published the draft AP for public consultations on June 26 and it is expected that it will be adopted within the deadline.

In order to conclude the review process, Croatia must submit its AP in 2018.

D. Papua New Guinea (PNG) - PNG was found to have acted to contrary to process in 2016 and in 2017 due to failure to deliver an AP since 2016. PNG has a draft action plan developed through a co-creation process led by motivated officials at the MFA. However, it was not finalized before the election which ran through much of 2017, resulting in a new government in September 2017. The election was quite chaotic with several disputed results and ensuing political instability. With civil society and the MFA, the Support Unit has been attempting to find a suitable new home for OGP, but the lack of clear mandates for each Ministry has complicated this effort. In the interim, officials have been active in OGP-related activities and exchanges such as the Asia Pacific POC day in December 2017. PNG has substantial governance challenges but remains optimistic that will be able to re-engage soon.

The 2017 [eligibility criteria update](#) completed on June 1, 2018 reveals that PNG fell below the minimum eligibility criteria threshold due to not publishing its Audit report. As per Articles of Governance, PNG has one year to raise above the minimum threshold, and become eligible again in order to avoid being designated as "inactive" in OGP.

In order to conclude the review process, PNG must submit its 2018 AP in 2018 and raise its eligibility score.

E. Tunisia - Tunisia fell below the eligibility criteria in 2016 due to not publishing the audit report on time for the 2015 scores. OGP uses the International Budget Partnership's (IBP) Open Budget Survey to assess the Fiscal Transparency metric of the [eligibility criteria](#). In order to meet this criteria, the Executive's Budget Proposal and Audit Report must be published within established deadlines (with 18 months after the end of the reporting period). Tunisia's audit reports have been published after the deadline with typically a two year delay ([2013 Audit Report](#) on December

31, 2015; [2014 Audit Report](#) on December 30, 2016; [2015 Audit Report](#) on December 29, 2017). Countries that fall below eligibility have one year to raise above the threshold, which Tunisia was unable to do. In 2017, Tunisia was granted a one-year extension to raise above the threshold.

On June 9, 2018, the Support Unit received the 2016 Tunisian Audit Report and sent it to experts at the IBP for review, who have confirmed that the report complies with the minimum requirements and timeliness. In light of this, Tunisia has regained OGP eligibility, and the C&S review process is now finalized. The OGP Eligibility database has been updated to reflect the new score, and a C&S co-chairs letter has been delivered to the Tunisian government confirming this change.

The C&S review process is now concluded.

F. Trinidad and Tobago - Trinidad and Tobago was placed under review in 2016, when the POC noted that T&T would be unable to submit an AP in 2016 and requested to be moved to the 2017 calendar. Minister Marlene McDonald was appointed in March 2018, and after more than 18 months of radio silence, the SU managed to speak for the first time with the POC on May 14th, 2018. He expressed that the T&T government is willing to re-engage with OGP, but that validation from Minister McDonald is still pending. The POC also confirmed that all previous communications have been received, including the most recent ones which include a C&S co-chairs letter sent via T&T Embassy in Washington DC (April 3, 2018); May 3rd, letter signed by OGP CEO letter addressed to newly appointed Minister McDonald sent via regular mail and email (May 3, 2018); May 23rd, Invitations to the Georgia Global Summit for the government POC and Minister McDonald (May 23, 2018). The Support Unit offered a country visit to work with the T&T government on a plan for re-engagement in OGP, as well as the possibility of arranging a call between OGP C&S co-chairs and the Minister. The POC stated that these proposals would be communicated to Minister McDonald, however no further communication has been received, despite the ongoing Support Unit attempts.

In order to conclude the review process, Trinidad and Tobago must submit its AP by August 31, 2018. If Trinidad and Tobago fails to deliver an AP by this deadline, the C&S will recommend that it be designated as inactive by the Steering Committee during their next meeting.

II. Inactive countries - When a country fails to address the problems that lead to the review process, the Criteria and Standards Subcommittee may consider to recommend to the full Steering Committee that the country be designated as inactive.

A. Montenegro - Montenegro is currently the only OGP country under Procedural Review inactivity, after being [designated inactive in June 28, 2017](#) due to failure to develop a AP since 2014. Montenegro worked on a draft AP in 2015 and made significant progress in formalizing the draft through the newly established national council on OGP. The council was dissolved in June of 2015 on court grounds of being illegally established, but eventually re-established. However, work on OGP was stalled throughout the second half of 2015. The government actively participated in OGP conferences over this time, including the European POC

Conference in June 2015, the Western Balkans regional meetings in September 2015 and May 2017, and the Mexico Global Summit in October 2015. Despite further engagement (e.g.: a video-conference with the C&S in February 2016, a visit by the SU in May 2017) the Government of Montenegro failed to finalize and submit its action plan in 2016, and therefore is acting contrary to process for a third consecutive action plan cycle. Deputy Minister Lazovic was advised that the Government of Montenegro could prevent being designated inactive by submitting an AP at the earliest possibility, before the SC took a decision regarding their participation during its June 28, 2017 meeting. H.E. Prime Minister Duško Markovic sent a letter to the SC on June 22, 2017 reinstating Montenegro's high level commitment to re-engage in OGP. However, in maintaining a consistent and fair approach to enforcing the OGP requirements asked of all participating countries, the OGP Steering Committee resolved to make the government of Montenegro inactive on June 28, 2017.

In mid-May 2018, the government of Montenegro signaled its intent to re-engage in OGP. In view of Montenegro's renewed commitment, and in line with the terms outlined in the [inactivity resolution](#), a C&S/SU delegation visited Montenegro on June 12-13, 2018 to engage with civil society and government stakeholders with the objective to develop a roadmap for Montenegro to develop its OGP Action Plan. A timeline was agreed to finalize the action plan by December 31, 2018. It was agreed that this roadmap should be published by the government, and submitted to the C&S chairs by June 30, 2018. To formalize the agreement, the government of Montenegro sent a letter to the C&S on June 27, outlining the agreed upon set of milestones and deadlines leading up to the finalized Action Plan. Failure to adhere to the established timeline would automatically result in Montenegro ceasing to be considered an OGP country.

Per the C&S decision on Montenegro's participation, Montenegro must submit an action plan by December 31st, 2018, in order to avoid being withdrawn from OGP.

III. Response Policy Cases - The OGP [Response Policy](#), formally known as "Policy on Upholding the Values and Principles of OGP", aims to maintain OGP's credibility - and safeguard its long-term future - by helping to ensure that all Participating Countries uphold OGP values and principles, as expressed in OGP's foundational documents. There is currently one country under Response Policy Review:

A. Azerbaijan - Azerbaijan is the only country undergoing a Response Policy case (Stage Two Actions) due to concerns of constrained space for civil society to operate in the country. It was first designated inactive on May 4, 2016, and the SC agreed to extend its inactive status on June 28, 2017. Per the SC resolution, Azerbaijan has until September 25, 2018 to address an [updated set of recommendations](#). In 2018, the C&S will need to assess the progress made by the Government of Azerbaijan and submit a recommendation to the full SC regarding its participation. An update from the Government of Azerbaijan is attached in this packet for further reference.



OGP Local Program Update

This document provides a brief update on the OGP Local Program (formerly known as the OGP Subnational program), lessons from its pilot phase between 2016 and 2017, and a timeline for the program's next steps. The OGP Subnational Pilot program was launched in 2016 with the aim to advance open government innovations and reforms at the local level where governments can engage more directly with citizens and many crucial public services are delivered. Following the strong early results of the pilot period, in September 2017, the OGP Steering Committee approved the expansion of the subnational pilot program, which is now known as the OGP Local Program. The OGP Local Program aims to harness the innovation and momentum demonstrated by local governments and civil society partners across the world.

As a first step of the program's next phase, the Support Unit launched a call for expressions of interest in early 2018 to bring on board five additional participants to join the original 15ⁱ. Out of 32 applicants, the following five local entities were selected in a competitive process: the Basque Country (Spain), Iași (Romania), Kaduna State (Nigeria), Nariño (Colombia), and South Cotabato (Philippines). This expanded cohort of 20 local governments are receiving guidance from the Support Unit as they, with civil society partners, co-create and implement new action plans in 2018-2020.

In addition to this expansion, OGP has supported the launch of a global Community of Practice on Transparency and Accountability within the United Cities and Local Governments (UCLG) - Global network of local and regional governments and its associations - and led by the Spanish Federation of Municipalities and Provinces (FEMP). This Community of Practice will support peer learning, networking, and wider awareness and capacity development on open governance and public integrity at the local level. The Community of Practice is still under development; more information can be found [here](#).

Lessons from the First Year of OGP Local

The pilot phase of the OGP Local Program provides great insight into how OGP operated at the subnational level in the pilot phase. We have evidence across the 15 local participants that submitted action plans late 2016 and implemented over 2017. This evidence can be presented next to the most recently assessed national action plans (44 submitted in 2014 and 14 in 2015) to find out where OGP Local's relative strengths and weaknesses lie. (See "Caveats" below for a discussion of methods and data comparability and robustness.) This data can help understand and sharpen OGP's strategic approach and support offered at both the national and local levels.

What the data shows us

1. Process

- a. Two-thirds (67%) of Local had a **multistakeholder forum**. In comparison less than half (47%) of National had a multistakeholder forum.ⁱⁱ
- b. During development, 67% of Local gave **feedback** on how inputs were taken into account during development, where 33% of National gave feedback.ⁱⁱⁱ
- c. 92% of Local had **consultation during implementation**. Less than half (39%) of nationals had any consultation.^{iv}

2. Design



- a. In terms of **relevance and specificity**, National and Local are roughly comparable, although Local does slightly better across the board. For both, most participants are very strong. Problems of relevance and specificity are concentrated in a few action plans.^v
- b. Local commitments have a much higher **potential impact** as assessed by the IRM^{vi}. (80% for Local vs 58% for National were scored as “moderate or transformative”) The median local action plan had nearly twice as many potentially transformative commitments as a national action plan (20% for Local vs. 9% for National)^{vii}.

3. Results

- a. **Completion** at the end of the (one-year) action plan was lower for Local than completion at the end of the (two-year) action plan for National. At the one-year mark, however, rates of implementation were higher for Local. (See “Caveats” below for discussion of time frame.)^{viii}
- b. In terms of **starred commitments** (well-designed and credibly implemented commitments), most OGP local action plans had no stars due to low completion rates. Just over half on national action plans have at least one star. This finding is of limited reliability since the number of stars (7 commitments for OGP local) is low and not robust.^{ix}
- c. Overall, national action plans had more commitments with significant **“Early Results”/“Did it open government”** findings.^x A few very strong OGP Local participants, however, outperformed the norm (Buenos Aires, Madrid, and Ontario).

Early lessons

1. The OGP Local Program shows strong evidence that participants, on the whole, are doing well relative to the 58 national participants that submitted action plans in 2014–2015.
2. The OGP Local Program shows generally the same challenges as OGP overall, but seems to have higher potential impact in the commitments.
3. A two-year action plan time frame seems more reasonable to achieve and track outcomes and results, especially around completion of ambitious commitments.
4. Harmonization of ambitious new co-creation guidelines for all levels of government is key to encourage a race-to-the-top and peer learning.

What the data doesn’t show us: Limitations and caveats

1. **Comparing action plans:** Comparing OGP Local with the most recently reviewed national action plans is not quite an “apples-to-apples” comparison. National and subnational action plans did not have the same OGP rules, support, or peer exchange. The local cohort of 15 for example had intensive in person workshops on several occasions with the Support Unit, Steering Committee, and thematic experts. National action plans in this data set are from 2–3 years earlier than the local action plans. Additionally, readers are reminded that national action plans average 18 commitments, while local action plans have a 5-commitment cap.
2. **Time frame:** We don’t know if the OGP Local action plans would have had comparable “early results” or implementation in the second year. The 2018–2020 OGP Local participants will produce two-year action plans.



3. **Causality:** We don't know why there is a difference between the national and local action plans. Is it self-selection, competition, staff support, the 5-commitment cap, the nature of local governments, the type of commitments, difference in process requirements, or random noise? We will have to wait for future analysis to find out why.
4. **Robustness:** This analysis is based on IEP-approved data for 13 of 15 finalized reports and an additional provisional 2 reports, but the analysis itself has not been reviewed. Further, none of the calculations have been tested for statistical significance and differences could, in some cases, be due to random distribution. In addition, a sample size of 15 local action plans just barely meets the threshold for reliable tests of correlation.

Next Phase for the OGP Local Program

Building on the strength of the OGP Local program findings in 2017 and the progress of the current 2018-2020 cohort, the OGP Support Unit proposes the following strategic development timeline for the next phase of the OGP Local Program:

- **July 2018** - SC meeting
 - Approval of the OGP Local resolution on extending all OGP procedural guidelines to OGP Local participants (Criteria and Standards)
 - Launch of the OGP IRM publication that shares the findings of the assessment of the first 15 OGP Local processes and Action Plans
- **August - October 2018** - Preparing the next phase OGP Local strategy
 - Develop a draft OGP Local next phase strategy
 - Consultations with selected external and internal stakeholders including from the Steering Committee
 - Prepare a final draft
- **November 2018:** GL approves draft OGP Local next phase strategy
- **Q4 2018:** SC meeting (approval of OGP Local next phase strategy)
- **December 2018 - January 2019:** New Local pioneers recruited (if part of approved strategy and 2019 budget)
- **2019:** Review OGP Rules of the Game with an OGP Local lens and - if needed - develop specific OGP Local Rules of the Game (lead: C&S subcommittee)
- **2019:** SC meeting (approval of OGP Local Rules of the Game)

The OGP Local next phase strategy will attempt to address the following details, in alignment with the overarching OGP strategic trajectory.

Strategy (2018)

- Overall: What will the program look like in 2021 and how do we get there?
- Define core program, answering questions such as:
 - What will the size of the overall OGP Local cohort(s) be?
 - How will OGP Local participants enter and exit the program? Might they exit the program? If so, how?
 - What are the thematic opportunities and priorities for the OGP Local program?
 - Is there an ideal geographic distribution?
 - Is there an ideal mix of types of local government in the mix?

- Explore an ‘OGPx’ model that lays out how more local governments can be part of the open government community by taking stock of current practices across OGP (e.g. Mexico, Nigeria, UK, Indonesia).
- Define a community of practice around OGP Local, answering questions such as:
 - How would a community of practice support the OGP Local core program?
 - What can OGP bring to the global (local open) government community?
 - How does a community of practice connect to OGPx?
 - Which partners should we be teaming up with?
 - How to address monitoring and accountability questions?
- Define the place and rules around “local commitments” in National Action Plans.
- Undertake a specific fundraising drive for OGP Local.
- Analyze and prioritize (potential) strategic partners (e.g. Urban 20, UCLG, C40, EU Urban Agenda).
- Sketch in detail the budget, staffing and support services needed to deliver the OGP Local next phase strategy.

Rules of the Game (2019)

- Check existing OGP Rules of the Game and see if there are any additions and exceptions needed for OGP Local.
- Check existing IRM methodology and see if there are any additions and exceptions needed for OGP Local.
- Develop specific OGP Local rules
 - How do we look at OGP Local eligibility and Values Check?
 - Are there modalities that can be considered for SC representation?
 - Define the relation between OGP Local participant and the ‘parent country.’
 - Develop thinking around ‘OGP Local contributions.’
 - Formalize potential graduation model of OGP Local participants, where participants rotate out of the OGP Local program after a set period of time or an achievement (TBD).
- Harmonizing and cleaning up of OGP Standards / materials (e.g. Participation and Co-creation standards, POC Manual).

ⁱⁱ Austin (USA), Bojonegoro (Indonesia), Buenos Aires (Argentina), Elgeyo-Marakwet (Kenya), Jalisco (Mexico), Kigoma-Ujiji (Tanzania), La Libertad (Peru), Madrid (Spain), Ontario (Canada), Paris (France), São Paulo (Brazil), Scotland (UK), Sekondi-Takoradi (Ghana), Seoul (South Korea), and Tbilisi (Georgia)

ⁱⁱⁱ Indicator: Was there a forum? Was it multistakeholder?

ⁱⁱⁱ Indicator: IAP2 scale “involve” or better. IAP2’s Public Participation Spectrum”, International Association for Public Participation Federation (2014)

http://c.ymcdn.com/sites/www.iap2.org/resource/resmgr/foundations_course/IAP2_P2_Spectrum_FINAL.pdf

^{iv} Indicator: IAP2 scale “involve” or better

^v Indicators: Median percent of commitments “Medium” or “high” per action plan; Median percent “relevant” per action plan.

^{vi} Indicator: Median percent “Transformative” or “Moderate” potential impact per action plan. The IRM assesses potential impact relative to each policy area’s baseline at the beginning of the action plan period.

^{vii} Indicator: Median percent “Transformative” potential impact per action plan.

^{viii} The median OGP local plan made “substantial” or better progress on 60% of its commitments at the end of the one-year action plan. OGP national had a comparable rate of 46% at the end of the first year and 77% at the end of the second year.

^{ix} Starred commitments are measurable, clearly relevant to OGP values as written, of transformative potential impact, and substantially or completely implemented.

^x Indicator: Median percent “did it open government” per action plan.



OGP Trust Fund Update

1. Fundraising

The target OGP Trust Fund (OGPTF) budget for 2018-20 is USD 12 million. In January, the Government of France, through the French Development Agency (AFD), committed Euro 1 million for 2018. In June, the Government of Canada committed CAD 4 million for 2018-20. In addition, there is an administrative agreement with the UK for up to GBP 3.5 million over three years currently in the pipeline. The UK could commit to an additional GBP 1.2 million contingent upon performance. This means in 2018 the OGPTF is on track to disburse at least \$4 million.

2. Co-creation Awards

In June 2018, the OGPTF awarded grants to nine organizations to support domestic co-creation processes. The nine grants were awarded to civil society organizations (five national and four local) leading co-creation efforts on the ground following a competitive call for proposals. The call for proposals exhibited strong demand with 33 high-quality submissions. The OGPTF Implementation Team scored proposals using objective criteria that assessed alignment with the local civil society and government coalition, technical approach, and organizational capacity to deliver results.

The nine winners will facilitate dialogue between government and civil society to develop OGP action plans due in 2018. The OGPTF support aims to make the co-creation process more inclusive and participatory, as well as improve the ambition and ownership of the 2018-2020 action plans.

The following proposals selected (i) demonstrate approaches that go beyond business-as-usual for government and civil society consultation workshops; (ii) are led by applicants with the institutional capacity and experience to work together with government on open government; (iii) will be implemented in countries and local governments with an OGP multi-stakeholder forum.

Country / Local	Awardee	Project Lead	Award
1. Armenia	Aramvir Development Center	Naira Arakelyan	\$75,000 (TBC)
2. Bojonegoro, Indonesia	Bojonegoro Institute	Syaiful Huda, Joko Purwanto	\$82,800
3. Elgeyo Marakwet, Kenya	Center for Innovations in Open Government	Timothy Kiprono	\$79,426
4. Kenya	Article 19	Churchill Oloo Ongere,	\$80,800

		Sandra Musoga	
5. Paraguay	Fundación CIRD	Francisco Samaniego	\$90,104
6. São Paulo, Brazil	WRI Brasil	Daniely Votto	\$52,000
7. Sekondi Takoradi, Ghana	Friends of the Nation	Solomon Ampofo	\$82,480
8. Serbia	Civic Initiative / TI Serbia	Bojana Selaković	\$74,740
9. Tunisia	Tunisian Association for Local Governance	Asma Cherifi	\$75,000
TOTAL			\$692,350

By joining forces with civil society organizations, the OGPTF provides them with the support and resources needed to develop a co-creation process that will convene key stakeholders with underrepresented groups to source ideas for more impactful commitments in action plans.

The OGPTF implementation team, Support Unit country support teams, and World Bank country offices will provide tailored support to strengthen program design, ensure a problem-driven and learning-centric approach, and help strengthen the multistakeholder forum to ensure sustainability of government-civil society collaboration following the submission of the action plan.

In-country, the World Bank team will complement Support Unit efforts with on-the-ground support to convene key actors and link open government with the country's development priorities. The team will work with the Support Unit's regional teams, who will ensure consistency of the programs with OGP's Participation and Co-Creation Standards and processes.

3. Advancing OGP's Thematic Priorities

The Support Unit is working with the World Bank to finalize the trust fund window to support advancement of OGP's thematic priorities. This window is specifically targeted at advancing ambitious uptake of OGP's thematic priorities by supporting a "race to the top" on emerging open government norms at the national/local and global levels. In this context, the OGPTF will seek organizations that will bring together subject matter experts as well as country- and local-level actors for cross-country learning, peer networking and exchange, advocacy, and policy development in support of OGP's priority themes.



The OGPTF will support activities that advance different areas of the 2016 Paris Declaration on Open Government, including a special emphasis in 2018 on the OGP Steering Committee agreed priorities of:

1. Anti-Corruption:

- Beneficial Ownership
- Open Contracting
- Lobbying reform
- Natural resources and extractives governance

2. Public Service Delivery

- Health
- Education

While the above themes will be prioritized, proposals in other [Paris Declaration](#) areas (such as Parliaments, Access to Justice, Fiscal Openness, Access to Information, etc.) will also be considered.

Additionally, cross-cutting issues like Gender, Inclusion, and Civic Engagement will be emphasized across all programs supported by the OGPTF. Preference will be given to applications that explicitly promote gender equality, advance the empowerment of women and girls, broaden engagement to include voices from marginalized and underrepresented communities, create access for people with disabilities, or deepen civic engagement through greater citizen input in policy-making and feedback on government services.

The proposed launch for the OGPTF thematic priorities window is July 2018 at the OGP Global Summit, with awards announced by September 2018.

4. Research

The OGPTF Research Window will focus on generating evidence on the impact of open government reforms. Specifically, it will seek to understand the impact of public participation on improving policy, government responsiveness, and development outcomes in OGP countries. Applicants of the TF research window would preferably be joint partnerships between OGP government agencies implementing an OGP commitment and research organizations. This would potentially help generate national level data on the impact of open government reforms, and ensure uptake of findings by policymakers. The Research Window is aimed to be launched in mid-August 2018.

5. Implementation

In late 2018 the OGPTF will have the resources to support at least four new commitments made in 2018-2020 action plans. The idea is to support governments and civil society with the implementation of potentially transformative reforms in four countries. More details will follow later in the year.



OGP Local Procedural Review Resolution

In 2017, the Steering Committee resolved to maintain involvement of the OGP Local original participants (formerly known as the Subnational Pilot Pioneers) and to further expand the cohort of participating local entities. In order to ensure that the same standards apply to all OGP participants, the Steering Committee hereby resolves that moving forward, OGP Local governments' participation in OGP will be subject to the same procedural guidelines as National governments, and that their participation will be subject to [Procedural Review](#) if they act contrary to OGP Process¹. A government is found to have acted contrary to process when:

1. The government does not publish an action plan within 4 months of the due date
2. The government did not meet the International Association for Public Participation "involve" level of public influence during development or "inform" during implementation of the AP as assessed by the IRM.
3. The government fails to collect, publish and document a repository on the OGP website/webpage in line with IRM guidance.
4. The IRM Report establishes that there was no progress made on implementing any of the commitments in the action plan (N.B. this trigger automatically places a government under Procedural Review).

¹This resolution will be reviewed as needed as the OGP Local program matures and develops more rules and the Support Unit will thoroughly review all applicable governance and guidance documents to ensure alignment and have approved by Criteria and Standards subcommittee.

-----END RESOLUTION-----



Independent Reporting Mechanism (IRM) Refresh Resolutions

Download full IRM Refresh Document [here](#)

I. Background (*informational*)

The OGP Articles of Governance, overseen by the plenary Steering Committee, lay out the IRM's mandate, the rules for changing that mandate, and give the Criteria and Standards Subcommittee a "watching brief" over the IRM, to ensure that the IRM is fulfilling its mandate and ensuring adequate resources. After the 2017 OGP Strategic Refresh, the International Experts Panel (IEP), the IRM's governing body, commissioned a review to identify ways to better align the IRM with OGP's overall goals. At five years, and with an ever-growing responsibility to produce reports, the review sought to identify the IRM's key areas for improvement vis-a-vis its mandate, efficiency of operations, and effectiveness as an accountability and learning tool.

This documents summarizes the findings and recommendations from a process of review, reflection, and proposals around how the IRM can be more effective and efficient. Following this, it lays out four formal proposed changes to the Articles of Governance for Steering Committee approval, with the aim to help the IRM better meet OGP's strategic aims.

II. What we learned, and what we are doing about it (*informational*)

The IRM commissioned a review in 2017 by Blomeyer and Sanz, a consulting firm based in Spain. Between 2016 and 2017, Steering Committee members helped shape the terms of reference for the reviewers, interviews and design were carried out during the June meeting in Washington DC, and early results were presented during the September Steering Committee meeting in New York. The report was based on interviews with more than fifty OGP stakeholders and a survey of more than one hundred civil society and government actors familiar with the IRM. Almost every sitting steering committee member was interviewed as part of this process and many of their voices are reflected here. The most salient points follow.

What is working:

- **The IRM's strength is in its credibility and brand.** The IRM review found that the IRM's biggest strength is in its widely accepted credibility of method, peer review, and associated brand.
- **Points of Contact find the IRM country reports useful.** The principal user group of IRM reports are government points of contact and their counterparts in agencies responsible for implementation of commitments.
- **Civil society prefers the cross-country analysis.** Interestingly, the report found that civil society groups tend to use country reports less than analytical products (such as report cards and technical papers).

What needs improvement and what we are doing about it

IMPROVING TIMING

What we heard:

- **Reports come out too late in the action plan cycle.** The number one barrier to IRM usefulness, cited again and again, was that the reports come out too late in the

two-year action plan cycle to directly affect implementation or design of the next action plan. Where there are delays, it may even be such that they even miss the opportunity to influence next action plan cycle. In addition, the delay due to research and quality control processes often means completion data, by the time of publication, is at least seven months old. This can cause confusion with OGP participants.

What we are doing:

- **From “mid-term” and “end of term” to “design” and “implementation”:** Beginning in 2018, the IRM moved assessment of action plan contents and development up to as early in the cycle as possible and will cut mid-term completion assessment (which has arrived quite late). This will accelerate feedback on the quality of action plans, allowing for more rapid iteration and early intervention. In terms of efficiency, the shift to “design” and “implementation” reports will result in an average 8-14% cost savings on researcher fees and staffing annually. To make this transition, in 2019, the IRM will need to prepare up to 118 reports (from 76). Steering Committee members should be aware that this may cause a temporary cost increase (which will more than even out after the first year), but significant medium-term cost reduction.

MAINSTREAMING THE IRM IN OGP COUNTRIES AND LOCALITIES

What we heard

- **Integration with action plan cycles.** Beyond timing, the report found that there could be more integration of the IRM into the formal planning process by the multi-stakeholder forum in each participating country or locality. This can be bolstered by stronger global communications and support for the IRM at key moments. Government points of contact felt that recommendations, in particular, could be made more actionable.

What we are doing:

- **Regularizing contact:** The IRM review found that in many countries IRM researchers are the principal official face of OGP. This means that, where the process is just getting started, Researchers are often left explaining OGP’s rules and processes. In other cases, governments are unclear on the role of the IRM researcher. To improve transparency and regularize relationships:
 - Beginning in 2017, the IRM required all researchers required to introduce themselves and the process to the multi-stakeholder forum.
 - In the absence of a MSF, they should introduce themselves to the PoC and leading organizations.
 - Beginning in 2018, most governments are encouraged to identify or clarify a role for IRM researchers on national multi-stakeholder forums, including frequency and duration of contact (such as “observer” or “technical resource”).
- **Proactive communication of findings before publication:** Beginning in 2018, staff have proactively conducted conversations with governments (and, where possible, MSFs) during the pre-publication review period, especially focusing on recommendations to ensure practical nature. (This could shorten the review period.) This should allow the IRM to shorten and streamline pre-publication comment periods which can be contentious at times, but are often slowed by off-topic comments.



ACCESSIBILITY and DISSEMINATION

What we heard

- **Improving accessibility :** The IRM review found that the IRM needs to improve the accessibility of reports. This included introducing more visual elements and making cross-country comparison easier.

What we are doing:

- **Report cards:** Beginning in 2017, the IRM has moved to primarily visual “report cards” in place of lengthy executive summaries.
- **Mainstreaming communications:** The IRM has worked closely with the communications team to integrate IRM researchers into global campaigns. For example, IRM researchers were one of the driving forces of events during Open Gov Week.
- **Web-first publication:** Improving machine-readability and open data. Beginning in 2018, the IRM has moved to web-first publication, meaning that all of its commitment evaluations and reports are on the OGP website in machine-readable html in addition to printer-friendly PDFs.

SUSTAINABILITY

What we learned

There is continued and growing strain on staff capacity and budgets. Three pressures drive IRM sustainability:

- **Size of membership:** The growth of OGP membership,
- **Length of action plans:** Expanding action plans in terms of milestones,
- **Complexity of assessment:** Expanding mandate for the IRM reports, analysis, and learning.

What we are doing

There is a role for the Steering Committee in balancing sustainable growth and credibility of OGP, but we focus here on the internal changes that the IRM is making to carry out its mandate more efficiently:

- **National repositories:** The IRM review found that there were issues of redundancy, reporting fatigue, and confusion around sequencing with IRM reports and government self-assessments. In fact, one of the major drivers of IRM complexity and cost is the amount of time that the IRM spends in gathering basic information on commitment completion, which points of contact often lack. The IRM, together with the Support Unit, is working to implement the June 2017 resolution of the Steering Committee to have each OGP participant maintain a national repository. While repositories will never completely alleviate the need for primary investigation, it is a shift that will allow the IRM to spend more time on evaluation, interpretation, and analysis relative to time spent on basic fact-finding. (This cuts red-tape on the part of POCs who will, pending revision of the Articles of Governance, will not need to produce a first-year self-assessment. Domestically, it also shifts some of the reporting responsibility from POCs to implementing agencies.)
- **IEP restructuring:** The IRM is requesting that the IEP retire the concept of “steering” vs. “quality control IEP” as laid out in the Articles of Governance. The current quorum requires a group of ten IEP. Ten people making decisions over-invests in governance and under-invests in the quality control function. We propose that, beginning in Feb 2020 (or sooner), there will only be a maximum of 5 IEP. The quality-control function will be carried out by a “Quality Control pool” to include IEP-approved reviewers. This may include emeritus members, outstanding IRM

researchers, and former public officials (without conflicts of interest) all participating without promises of promotion to full IEP. This allows us to expand at peak times and contract, rather than having large numbers of IEP “on retainer” year round. This should accelerate the process of review while potentially cutting some IEP costs.

III. STEERING COMMITTEE RESOLUTIONS (*decisional*)

Most of the IRM refresh reforms are within the existing language of the Articles of Governance. There are a small number that require adjustments to the Articles. The following proposed resolutions are tabled for full Steering Committee approval at the recommendations of the Criteria and Standards Subcommittee:

A. IEP quorum and term length - Improving flexibility and speed in review process

To deal with the ever-growing volume of reports, beginning in Feb 2020, there will only be 5 IEP. The IEP will approve a larger “Quality Control pool” of experts. This may include emeritus members, outstanding IRM researchers, and former public officials (without conflicts of interest) all participating without promises of promotion to full IEP. This allows us to expand at peak times and contract, rather than having large numbers of IEP “on retainer” year round. This should accelerate the process of review while potentially cutting some IEP costs.

Resolution 1: *Change Articles of Governance (Addendum G, II, p. 1, Bullet ii) from:*
Size: The IEP is made up of a maximum of 5 technical advisors—~~5 members with a steering role and 5 with a supporting, quality control role to rotate over the cycle of their terms.~~

Resolution 2: *Change Articles of Governance (Addendum G, II, p. 1, Bullet viii):*
Terms: ~~The initial term for members of the IEP will be [a maximum of four years.] two years, with the possibility of a one-year extension. IEP members serve a 2-year term and serve 1 year as “emeritus reviewers.” During the emeritus period, they review reports and pass on knowledge to new IEP members. At any one point in time, there will be a maximum of ten members.~~

B. Translation and publication costs

As written, the current Articles of Governance restrict the IRM timing and require translation of the full report. In practice, the IRM does not have the resources to translate full reports and needs more flexibility in timing (in order publish earlier) as noted above. Removing these requirements would harmonize the AoG with already-existing practice.

Resolution 3: *Change Articles of Governance (Addendum G, III, “Publication”, Bullet i):*
The independent reports will be made publicly available in the national administrative language(s) and, where possible and applicable, in English. [Executive summaries will be made available in English and the administrative language.]

The following guidance is too over-prescriptive and does not allow for adaptation of the reports over time to meet the need of OGP participants.

Resolution 4: *Delete Articles of Governance (Addendum G, III, "Publication", Bullet iv):*

~~Mid-term progress reports will be comprised of an executive summary and the full independent report, with any annexes the IEP deems appropriate. End-of-term reports will not have an executive summary.~~

-----END RESOLUTIONS-----



OGP Rapid Response Mechanism
Proposal to the OGP Steering Committee
Robin Hodess and Stefano Pizzicannella, C&S Co-Chairs, and the OGP Support Unit

16 July 2018 – for approval of the OGP Steering Committee

Background

OGP's rapid growth to more than 90 national and local partners has been accompanied by a considerable increase in the challenges to the Partnership's [core values](#). Indeed, the Partnership has noted with alarm how governments around the world have resorted to new laws, regulations and activities that have violated basic notions of good or open governance, have thwarted civic participation, and have put at risk transparency, responsiveness or accountability by government actors. The OGP Steering Committee now seeks to set out a new Rapid Response process that would enable it to act swiftly and effectively in the event of an acute crisis that involved a violation of OGP core values by its members and/or stakeholders.

OGP is already engaged in supporting these values, although it has not until now been equipped with a rapid response mechanism. Since its establishment, OGP has supported ongoing challenges faced by governments and civil society from OGP participating countries, by developing a range of procedures and mechanisms to respond to crises and challenges that affect participation in the Partnership. The OGP Response Policy was set up in 2014 to deal with cases that were raised as violations of OGP core values. Yet on several occasions, the Partnership has been alerted to alleged or actual wrongful behavior on the part of member governments that has demanded urgent attention. The Partnership is thus ill-equipped to respond to such instances quickly, via any channel, with a common voice. This silence in the face of egregious acts risks the credibility and legitimacy of OGP overall.

Developments in Mexico in 2017 illustrate an urgent case that required a more timely response from the Partnership. On May 23, 2017, the OGP Steering Committee received a [letter](#) from the Core Group of CSOs in Mexico, members of the Tripartite Technical Secretariat (TTS), the governing body of the OGP process in Mexico. Evidence had emerged that the Mexican government had been engaged in illegal surveillance of civil society in Mexico, including civil society members of the TTS. The Mexican civil society organizations communicated in their letter their decision to leave the TTS, in great part due to a lack of response on behalf of the government to the surveillance allegations. Two days later, on May 25, 2017, the Support Unit published a [response](#) stating its support for all stakeholders of the Mexican OGP process, but a formal [response](#) from the OGP Steering Committee co-chairs offering their support and that of the rest of the OGP governing body came only on June 14, 2017, several weeks after the story broke in many national and international news channels. Arguably, the official Partnership response was too slow, and the double response – Support Unit and Steering Committee – accentuated the slowness of the official SC response.

During the June 28, 2017 SC meeting, the SC discussed the events that led to the withdrawal of the Mexican CSOs from the national OGP platform. An update on the situation was provided at the September SC meeting. On [September 20, 2017](#), the OGP Steering Committee mandated the Criteria and Standards subcommittee to draft terms of reference

for a Rapid Response mechanism to address these type of situations in an efficient and effective manner.

A Rapid Response mechanism, as proposed below, is aimed at addressing the shortcomings experienced in past instances, where a rapid response from the Partnership's governing bodies was expected but not delivered. A Rapid Response mechanism will allow OGP to react in a timely manner when needed and to demonstrate impact in different scenarios, when the OGP values that underlie the Partnership are threatened. It is the Partnership's intention that a Rapid Response mechanism will help build trust among all stakeholders, but especially that it will restore confidence within civil society that the Partnership is ready to stand up when violations of core open government values occur.

Proposal for Rapid Response mechanism

The objective of the Rapid Response (RR) is to communicate the position of the OGP Steering Committee regarding situations that emerge in OGP countries that require a swift response from OGP, but would not be suitably addressed by ongoing support or existing response mechanisms (see the Appendix for a list of these). For a RR to be requested, the situation must fulfil certain criteria, and should follow a clear process, as set out below.

- I. Criteria for submitting a Rapid Response Request** - A Rapid Response Request may be submitted when the following applies:
 - a. There **is** a serious allegation of the violation of [OGP core values](#) by an OGP participant. This allegation is of an acute nature (involving the exposure of the violation, the passage of a rule or regulation, or a specific action that has an immediate impact in the country or local jurisdiction in question) in combination with the following:
 - b. A swift response on behalf of OGP could have a material impact on the situation in question or lack thereof might place the credibility of the Partnership at risk, and/or
 - c. Given its nature and urgency, the concern cannot or will not be addressed in the near term by the IRM, Procedural Review or Response Policy.
- II. Who may submit a Rapid Response Request** - A RR Request may be submitted by¹:
 - a. A Steering Committee member - government or civil society.
 - b. A Multilateral Partner.
 - c. Any entity (other than an individual acting on his or her own behalf) which is, or has been, involved in OGP at the national or international level and in the country or local jurisdiction that is the subject of the concern.
- III. Contents of a Rapid Response Request** - All Requests should include the following information:

¹ The persons or entities identified are identical to those eligible to request a RESPONSE POLICY, as established by the OGP Criteria and Standards Subcommittee in 2014.



- a. A description of the persons or entities filing the request²;
- b. Information regarding the filer's activities or involvement in OGP at the local, national, or international level;
- c. A description, or explanation, of the practices, or conduct, giving rise to the request and how they violate OGP values. (Please provide as much detail as possible, including the date or time period of the conduct, the location of the conduct, and the persons or entities involved);
- d. The source(s) of all information submitted in support of the request, including copies of relevant documents, audio or video recordings.

All Requests should be addressed to rapidresponse@opengovtpartnership.org

IV. Initial assessment by Support Unit (within 24 hours from submission)

- a. The Support Unit will notify the GL subcommittee of the request and conduct an initial review to determine whether it represents a credible request and meets the eligibility criteria outlined in sections I-III above.
- b. The initial review will be conducted within 24 hours after it is received.
- c. If the requirements are not met, the SU will notify the filer and the GL subcommittee. The RRM request is hereby considered closed.
- d. If the requirements are met, the SU will notify GL so it can form a Rapid Response Task Force (RRTF).

V. Rapid Response Task Force established (24-36 hours from submission)

- a. A Rapid Response Task Force (RRTF) will be set up immediately for each request that is approved through the initial assessment process outlined in Section IV of this document.³
- b. The RRTF will consist of representatives of GL and key Support Unit staff. More specifically, it will include the Government Co-Chair (can be replaced by incoming co-chair), Civil Society Co-Chair (can be replaced by incoming co-chair), the OGP CEO (can be replaced by Deputy CEO), and OGP Chief Country Support (can be replaced by Deputy Country Support).
- c. Each government, from GL or appointed by GL to the RRTF, may determine the level of representative that it appoints to the RRTF.
- d. A quorum is 3 members, with at least 1 government and one civil society representative.⁴

² The filer(s) of a RR request may request anonymity in public documentation if the filer perceives any security concerns.

³ A dedicated WhatsApp group should be set up and maintained by the Support Unit.

⁴ If a RRTF member goes on leave, it is his or her responsibility to notify his/her back up or replacement and let the group know.



- e. One member of the RRTF should be identified as the lead for each response. This can be done on a rotational basis or can be assigned based on the issue at hand.
- f. The RRTF may identify other SC, Support Unit, or OGP partners whose expertise would be useful and request them to join the Task Force.
- g. The RRTF for each request should disband when the action plan linked to the request is completed (including if it is passed off to another OGP entity or process). The RRTF lead should notify all members of the RRTF, GL and the SU when a request is completed.

VI. Initial response formulated and issued (36-72 hours from submission)

- a. Based on the Support Unit determination of a legitimate RR Request, the RRTF meets.
- b. The RRTF agrees an acknowledgement of the request.
- c. A quorum is sufficient to decide and act on behalf of the Partnership.
- d. All RR acknowledgements are signed by the RRTF; the acknowledgement indicates the members of that particular RRTF.

VII. Rapid Response action plan developed and issued (7 days from submission)

- a. The RRTF will begin work on an action plan to address the rapid response request, with the help of the SU.
- b. The Rapid Response action plan will be made public, reflecting the position or intention of OGP.
- c. This action plan will take anywhere from 2-7 days to produce from the initial RR request, depending on the complexity and specificity of the issues raised and the accompanying actions deemed necessary to address them.
- d. The action plans may note the end or resolution of the RR request (i.e., reflecting a short action plan, completed within the 7 days), or it may well involve activities that go beyond the initial 7 day period, including into further support/review by OGP.
- e. The action plan should include a timeline for completion. While there is no strict deadline for action, it is hoped that a plan may be initiated immediately and executed within 3 months from the initial submission.
- f. Action plans may involve the following: (non exhaustive, but indicative list)
 - 1. Fact finding, external consultation, and discussion
 - 2. Diplomacy and behind-the-scenes outreach
 - 3. Brokering dialogue
 - 4. Appointment of envoys
 - 5. Public statements
 - 6. Exceptionally, calling a SC meeting
 - 7. Recommendation of a full Response Policy review

All reasonable resources will be available for the RRTF to execute its work.⁵

VIII. Communications across the Steering Committee and Partnership

- a. The RRTF will let the SC and SU know of its intended action plan no less than 24 hours before it is issued, and proceed on a no-objection basis.⁶
- b. The action plan will therefore be issued by the RRTF (which includes key GL and Support Unit members) on behalf of the Partnership.
- c. When an OGP Rapid Response action plan is issued, the RRTF will notify the filer(s) of the Request, and if relevant ask the subject of the Request for a formal response.
- d. To the greatest extent possible, and consistent with the need to make adjustments to protect all parties involved, as determined by the RRTF, the RR process will be carried out in accordance with OGP's Disclosure Policy. This means that requests, acknowledgements, and action plans will be available in a dedicated section of the OGP website.

IX. Review and learning

- a. On a yearly basis, the Support Unit will provide a brief assessment of the RR mechanism as an additional means of OGP response and support.
- b. Criteria and Standards will consider this assessment and bring it to the SC as part of a periodic reflection on response mechanisms overall.

⁵ For the establishment phase of the Rapid Response mechanism in 2018, it is recommended that a Support Unit staff should be dedicated to the RR process and RRTF as a clear area of work responsibility. In addition, a budget line of US \$20k per annum should be secured to cover any necessary /immediate travel or actions as part of the Rapid Response process. This staff and funding allocation should be reviewed by management at regular intervals.

⁶ In instances where there is objection from the SC, and it is not possible to issue an action plan within the 7 day period, the CEO and Senior Support Unit team will determine whether they are in a position to provide a response/action plan.

Appendix: OGP Rapid Response Proposal to the OGP Steering Committee

OGP Support and Response Mechanisms

During the last six years, OGP has developed several procedures to support ongoing challenges faced by governments and civil society from OGP participating countries, as well as a range of mechanisms to respond to crises and challenges that affect participation in the Partnership. In order to reflect clearly the role of the rapid response mechanism being proposed, existing procedures and mechanisms are listed below, including the actor, issues addressed, possible outputs, and the length of time each involves.

ONGOING OGP SUPPORT			
Issues addressed	Actor	Possible outcomes	Time frame from initial request
<ul style="list-style-type: none"> Support in the development or implementation of action plans. Assisting in the establishment of permanent dialogue forums. 	Support Unit	<p>Support Unit advice, including country visits to engage with either government or civil society stakeholders, or both.</p> <p>Brokered support, including but not limited to peer exchange, Steering Committee outreach and interventions; multilateral partner support.</p>	2-3 months
<ul style="list-style-type: none"> Enhancing ambition in the development, or securing the implementation of action plans. 	Support Unit/ Steering Committee /Envoys	Advice, country visits to engage with either government or civil society stakeholders, or both.	3-5 months
<ul style="list-style-type: none"> Negotiating differences between civil society and government on OGP processes. 	Support Unit/Steering Committee/ Envoys	Facilitating workshops on co-creation processes. Arranging and convening meetings between members of the multistakeholder coalition.	3-5 months



<ul style="list-style-type: none"> Assessment of the quality of the consultation process Assessment of ambition, relevance and specificity of commitments. Assessment of completion of commitments. Assessment of overall context in each country. 	IRM	The IRM publishes two reports for each country's National Action Plan and might hold a launch event or organize meetings with different stakeholders.	18 months after NAP delivered.
<ul style="list-style-type: none"> Support to countries seeking entry into the Partnership 	Support Unit	<p>Advice, country visits, peer exchange with existing members.</p> <p>Feedback on eligibility criteria and values check.</p>	On demand.
OGP RESPONSE Mechanisms			
<p>Procedural Review: countries that have acted contrary to process for two consecutive cycles:</p> <ul style="list-style-type: none"> The country does not publish a National Action Plan within 4 months of the due date. The government did not meet the IAP involve requirement during development or inform during implementation of the NAP as assessed by the IRM. The government fails to 	Criteria and Standards Subcommittee	<p>Once a country is under review it will receive enhanced assistance from the Support Unit.</p> <p>If a country fails to address the issues within 12 months, the C&S subcommittee might choose to recommend to the Steering Committee to place the country in inactive status.</p> <p>If a country stays in inactive status for 12 months, it could be considered as no longer participating in OGP.</p>	12-24 months



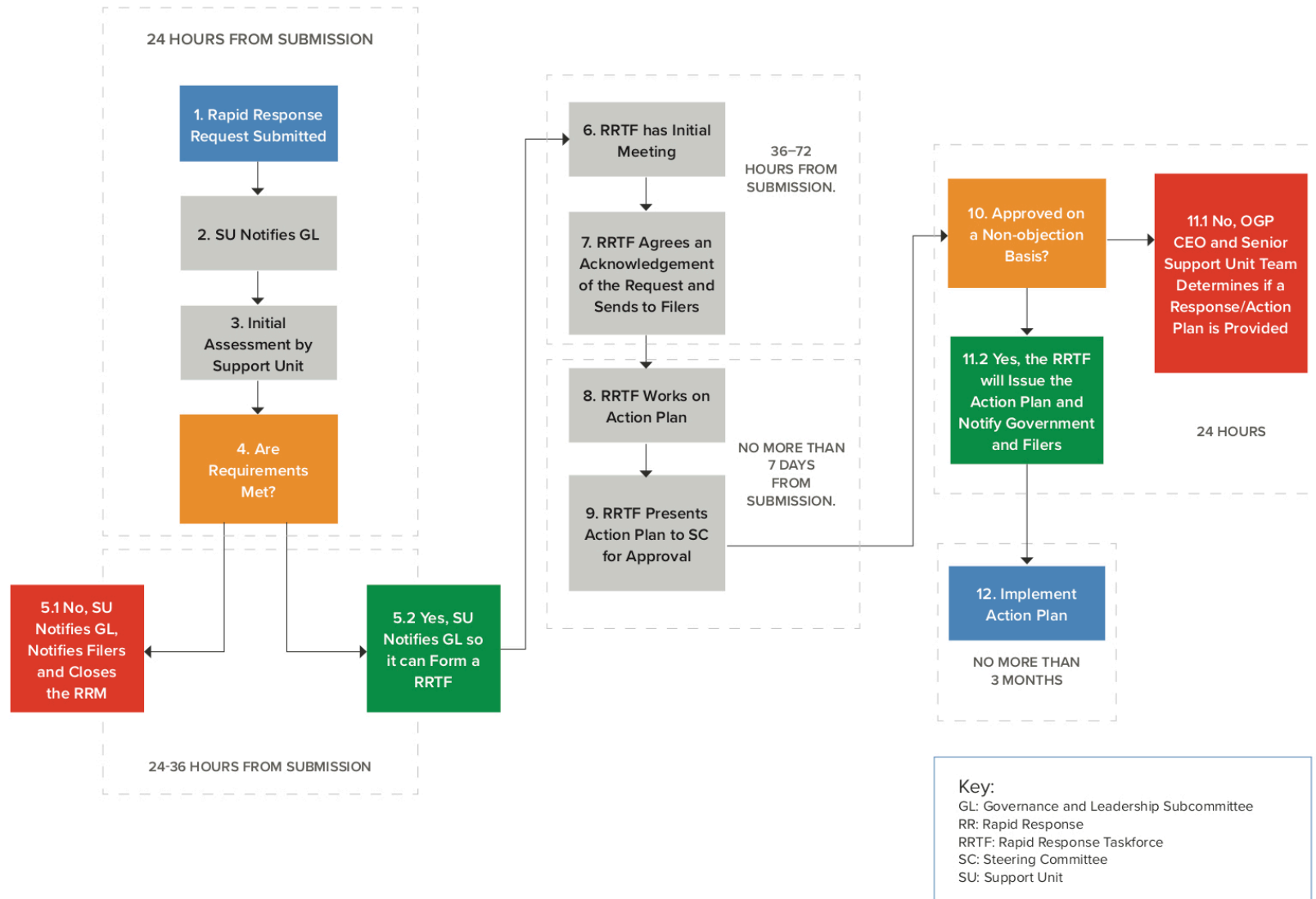
<p>collect, publish and document a repository on the national OGP website/webpage in line with IRM guidance.</p> <ul style="list-style-type: none"> The IRM Report establishes that there was no progress made on implementing any of the commitments in the country's National Action Plan. 			
<p>Rapid Response:</p> <p>Crisis driven response to imminent risk/threat in areas critical to the values and principles of OGP</p>	<p>Rapid Response Task Force</p>	<p>Consideration of urgent requests and developments that threaten lives and mock core values of OGP.</p> <p>Response can be diplomacy, public statements, visits, or other mechanisms deemed appropriate and effective. The essence of the Rapid Response is its pace, allowing the Partnership a means to act quickly when needed.</p> <p>Depending on the outcome, Rapid Response may move into a Membership or Procedural Review. This is not automatic, but depends on resolution of issue.</p>	<p>Initial acknowledgment within 3 days/ Action plan developed within a week</p>
<p><i>Response Policy</i></p> <p>Response Policy: Policy on Upholding the Values and Principles of OGP, as articulated in the Open Government Declaration</p>	<p>Criteria and Standards Subcommittee</p>	<p>Once a Partnership Review is triggered, an assessment is conducted to verify its merit. If found to have merit, the Criteria and Standards Subcommittee will issue a series of recommendations as part of Stage One actions.</p>	<p>8-12 months for an initial assessment</p>



<p>A Partnership Review would address emerging issues <i>that have the potential</i> to be sufficiently damaging to OGP values and principles to trigger a Response Policy review include, but are not limited to, the introduction of new or revised policies, practices or actions that significantly reduce any of the following:</p> <ul style="list-style-type: none"> • Access to information for citizens and civil society; • The space for non-governmental organizations to work independently, voice critiques, and/or receive funding from domestic or international sources (e.g. new NGO laws); • Enjoyment of fundamental freedoms, notably freedom of expression and peaceful assembly, and association; and/or • Online or offline media freedom, or media ownership and independence. 		<p>If Stage One actions fail, the Criteria and Standards Subcommittee could recommend Stage Two actions, which could include suspending a country's participation.</p> <p>If a suspended country fails to address the concerns, it can be removed from the Partnership.</p>	
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OGP Rapid Response Mechanism



Update on OGP Board Activities

Mark Robinson, Chair of the Board of Directors

While the role of the OGP Steering Committee is to provide strategic oversight of the partnership, the role of OGP's Board of Directors is to provide legal and fiscal oversight of the OGP secretariat (comprised of the Support Unit and IRM), and fulfill compliance requirements related to our status as a public charity incorporated in the United States. The responsibilities of the Board of Directors are to:

- review and approve the annual organizational budget in consultation and coordination with the Steering Committee (*approved at March 2018 meeting*);
- adopt financial policies, including internal controls structure, and approve updates (*original policies adopted at November 2017 meeting, with updates approved at March 2018 meeting*);
- retaining an independent auditor (*will be taken up at the next Board meeting in September or October 2018*);
- review and approve the annual audit and IRS tax filing (form 990) (*will occur for the first time in 2019*);
- provide advice to shape significant operating policies such as human resources (*OGP's Global Staff Handbook was approved at the March 2018 meeting*);
- carry out the annual performance review of the Chief Executive Officer (CEO) starting with the 2018 calendar year, in collaboration with the Steering Committee.

Members of the OGP Secretariat Board of Directors are appointed by the OGP Steering Committee for a term of three years. Candidates for the board must be current Steering Committee members - or part of Steering Committee governments - at the time of their appointment. Regardless of the individual's existing affiliation with the Partnership, once appointed as a Board Member, the individual serves in a personal capacity on the Board and not expected to reflect the views of their government or other organizations with which he or she is affiliated. The Board of Directors is required to meet at least two times per year. The Annual Meeting is held in person and the second meeting may be held virtually.

Currently there are 4 members of the Board of Directors - two each from government and civil society:

- Mark Robinson - Chair (term expires March 2020)
- Nathaniel Heller - Secretary-Treasurer (term expires March 2020)
- Victoria Ayer (term expires in September 2018)
- Laura Gorrie (appointed for her first term in May 2018)

We are actively seeking two or three additional Board members who will be able to serve for a term of three years. We are especially interested in candidates from Latin America, Africa and Asia, and individuals with financial and legal expertise who are familiar with the NGO environment, especially in a US setting. We aim for a broad balance between Board members from civil society and those working in government.

Please contact Mark Robinson or Nathaniel Heller if you have questions or suggestions about potential Board members.



Update on 2018 Country Contributions

In 2014, the Steering Committee approved a resolution asking all OGP countries to financially contribute to the Support Unit from 2015 onward. The lists below outline the status of 2018 country contributions as of June 2018. The lists do not include countries currently suspended from the partnership. Information on 2017 contributions is also included for reference.

2018 Contribution Received (17 countries, \$1.4 million)		
Armenia	Ireland	Romania
Australia	Italy	Serbia
Canada	Malta	South Korea
Denmark	Norway	United Kingdom*
FYR Macedonia	Panama	United States*
Georgia	Peru	

**Contributed through a bilateral grant, not counted toward total amount*

2018 Contribution Indicated Intend to Pay (18 countries, \$1.2 million)		
Argentina	Estonia	Paraguay
Bulgaria	France	Philippines
Burkina Faso	Guatemala	Portugal
Chile	Indonesia	South Africa
Croatia	Mexico	Spain
Côte d'Ivoire	Mongolia	Sweden*

**Through a bilateral grant, not counted toward total amount*

2018 Contribution Unpaid (39 countries, approximately \$2.8 million)		
Afghanistan	Greece	Morocco
Albania	Honduras	Netherlands
Bosnia and Herzegovina	Israel	New Zealand
Brazil	Jamaica	Nigeria
Cabo Verde	Jordan	Pakistan
Colombia	Kenya	Papua New Guinea
Costa Rica	Kyrgyz Republic	Sierra Leone
Czech Republic	Latvia	Slovak Republic
Dominican Republic	Liberia	Sri Lanka
El Salvador	Lithuania	Trinidad and Tobago
Finland	Luxembourg	Tunisia
Germany	Malawi	Ukraine
Ghana	Moldova	Uruguay

2017 Contribution Received (31 countries, \$2.8 million)		
Afghanistan	Germany	Panama
Argentina	Indonesia	Peru
Armenia	Ireland	Philippines
Australia	Israel	Portugal
Bulgaria	Italy	Romania
Canada	Malta	Serbia
Croatia	Mexico	South Africa
Denmark	Netherlands	United Kingdom
Estonia	New Zealand	United States*
France	Norway	
Georgia	Pakistan	

**Contributed through a bilateral grant, not counted toward total amount*

2017 Contribution Unpaid (42 countries, approximately \$2.75 million)		
Albania	Ghana	Nigeria
Bosnia and Herzegovina	Greece	Papua New Guinea
Brazil	Guatemala	Paraguay
Burkina Faso	Honduras	Sierra Leone
Cabo Verde	Jamaica	Slovak Republic
Chile	Jordan	South Korea
Colombia	Kenya	Spain
Costa Rica	Latvia	Sri Lanka
Côte d'Ivoire	Liberia	Sweden
Czech Republic	Lithuania	Tanzania
Dominican Republic	Luxembourg	Trinidad and Tobago
El Salvador	Malawi	Tunisia
Finland	Moldova	Ukraine
FYR Macedonia	Mongolia	Uruguay



Steering Committee Strategy to Deliver 2018 OGP Collective Deliverables

In March 2018, the Governance and Leadership Subcommittee (GL) discussed the development of a strategy for the Steering Committee to identify a set of concrete actions that can help OGP achieve its collective deliverables in 2018 at the country, global and thematic levels.

This Steering Committee strategy (hereafter SC Strategy) consists of a grid of concrete, actionable, and measurable activities that SC members have committed to undertake in 2018-2019. This strategy is aligned with the GL co-chair priorities, and reinforces the SC subcommittee work plans, including on thematic priorities and support needed for countries under review, and other priority and opportunity countries. With the aim to maintain the desired strategic level of the SC Strategy, the grid is not meant to capture all the activities being undertaken by the SC.

The SC Strategy aims to showcase the activities that SC members are leading on, and also streamline the support requested of the SC based on the emerging needs and priorities of the Partnership. Furthermore, the SC Strategy is envisioned to serve as a tool for SC accountability, and point of reference for the role of each SC member to help deliver OGP's priorities, leveraging SC meetings as key moments to check in on these activities and reflect on successes and challenges encountered.

There are three main areas of support included in the strategy:

Cross-country - High-level political engagement to capitalize on emerging opportunities such as potential future leaders of open government and OGP; and/or provide support for countries undergoing challenging situations hindering their national OGP processes, such as those under Procedural or Response Policy review.

Global/Regional Support - Leverage role and leadership in international forums to help position OGP on the global stage, and/or identify and recruit new OGP ambassadors.

Thematic Leadership - Reinforce the thematic priorities identified in the Thematic Leadership Subcommittee (TLS) work plan by raising the bar and leading on prioritized thematic areas, including those outlined in the Paris Declaration.



Steering Committee Members	Cross-Country	Global and Regional Support	Thematic Leadership
Argentina (incoming)	<ul style="list-style-type: none"> Support OGP countries in engaging subnational governments in APs. Collaborate with countries facing transition when developing APs in LA. 	<ul style="list-style-type: none"> Leverage G20 presidency to include OGP priorities. Use the International Open Data Conference (IODC) to encourage ambitious reforms in open data, in line with the OAS 2018 Lima Commitment, and promote purpose-driven openness. 	<ul style="list-style-type: none"> Promote the adoption of OGP commitments on transparency in public procurement through C6 (Open Contracting). Promote cross-strategies to align national development plans with the OGP agenda ensuring they can contribute to advance SDG targets. Develop pilot initiative to engage Schools of Government in the OGP agenda and share this approach in 2019 CLAD Conference in Argentina. Build an Open Justice Coalition fostering access to justice, legal empowerment and transparency, participation and accountability in the justice sector, as well as the adoption of OGP commitments on this regard.
Canada	<ul style="list-style-type: none"> Engage candidates for incoming government co-chair Welcome new lead OGP Ministers in priority countries jointly identified with the Support Unit. Diplomatic outreach to Trinidad and Tobago. 	<ul style="list-style-type: none"> Pilot #MyG7 campaign (https://g7.gc.ca/en/participate/) to engage citizens in various aspects of the 2018 G7 themes through social media. 	<ul style="list-style-type: none"> Feminist Open Government (Organize high level session at summit; Bilateral discussions with a set of countries jointly identified with the SU in Tbilisi to encourage commitments in action plans) Digital service delivery (engage D7 on including commitments in action plans)



Croatia	<ul style="list-style-type: none"> • Support the re-engagement of Bosnia and Herzegovina and Montenegro • Engage new OGP governments developing APs to share experience regarding public consultations 		<ul style="list-style-type: none"> • Bilateral outreach to 2 OGP governments to support commitment development on access to information and public consultations
France	<ul style="list-style-type: none"> • High level outreach to Morocco • Outreach to Tunisia and technical support to expedite the publications of their 2016 Audit Report by the end of June 2018 to avoid inactivity. • High level outreach to Senegal to join OGP at the Global Summit. 	<ul style="list-style-type: none"> • Integrate OGP into the Paris Peace Forum planning process. 	<ul style="list-style-type: none"> • Open Contracting (Organize high level C6 session at summit as current chairs of C6; encourage additional countries to sign up to the Open Contracting Data Standard). • TLS co-chairing (Outreach to SC members to lead and engage in Open Gov Week thematic activities; Lead ministerial discussion on thematic leadership at Tbilisi SC).
Georgia	<ul style="list-style-type: none"> • Support re-engagement of Montenegro in OGP. • Support re-engagement of Armenia and Kyrgyzstan in OGP 	<ul style="list-style-type: none"> • Leverage diplomatic channels to ensure Ministerial and Head of State/Government level attendance at the Georgia Global Summit and the Tbilisi SC meetings. 	<ul style="list-style-type: none"> • Engage in bilateral meetings with a set of governments to support commitment development on anti-corruption measures. • Host parliament session in Tbilisi.
Indonesia	<ul style="list-style-type: none"> • High level diplomatic outreach to Papua New Guinea to re-activate OGP process and finalize draft action plan by August 31. 	<ul style="list-style-type: none"> • Champion the link between SDGs and OGP. • Leverage EITI board membership to foster closer collaboration between EITI and OGP platforms. 	<ul style="list-style-type: none"> • Share experience of implementing beneficial ownership with other countries in the region. • Support the development of a regional repository of public service delivery success stories • Support the development of sectoral leadership networks on



			<p>public service delivery priority subthemes</p> <ul style="list-style-type: none"> • Share Indonesia's experience and progress on beneficial ownership through a high level panel in Georgia Global Summit and a workshop at the November Asia-Pacific OGP Regional Meeting, integrating other countries' experiences.
Mexico	<ul style="list-style-type: none"> • Provide transition support to the incoming government to ensure the sustainability of the national OGP process 		<ul style="list-style-type: none"> • Leverage participation in the C6 and engagement in the open contracting field to promote more commitments with higher ambition on this theme.
Nigeria (incoming)		<ul style="list-style-type: none"> • Link OGP to African Union's Year of Anti-Corruption. • Leverage EITI board membership to foster closer collaboration between EITI and OGP platforms. 	<ul style="list-style-type: none"> • Champion 5x5 anti-corruption theme in the African Union. • Play leadership role on beneficial ownership transparency within the African region.
Romania	<ul style="list-style-type: none"> • Engage Montenegro and Bosnia and Herzegovina. • Support Iasi as new member of OGP Local program to develop first OGP action plan. 	<ul style="list-style-type: none"> • Leverage the presidency of the Council of EU in the first half of 2019 for promotion of OGP and its priorities. 	
South Africa		<ul style="list-style-type: none"> • Build OGP-African Peer Review Mechanism (APRM) partnership. 	<ul style="list-style-type: none"> • Share experience of <i>Vulekamali</i> open budget platform with other OGP countries in the region.
South Korea	<ul style="list-style-type: none"> • High level outreach to New Zealand. 	<ul style="list-style-type: none"> • Host Asia-Pacific OGP regional meeting • Integrate OGP into OECD meeting hosted in Seoul in November and into other international fora. 	<ul style="list-style-type: none"> • Integrate open contracting, access to information, open data, and citizen engagement as priority themes of the 2018 Asia



			<p>Pacific Regional Meeting and National Action Plan.</p> <ul style="list-style-type: none"> • Support the development of sectoral leadership networks on public service delivery priority subthemes. • Leverage the Government Innovation Master Plan in South Korea's National Action Plan development process and the regional meeting agenda setting.
Manish Bapna		<ul style="list-style-type: none"> • Pitch OGP with European funders, especially The Netherlands and Sweden. 	<ul style="list-style-type: none"> • Leverage WRI offices to engage in national dialogue and work towards climate and water commitments in action plans. • Open Climate day at summit
Maria Baron	<ul style="list-style-type: none"> • Support OGP engagement in the Latin America and Caribbean region. • Support the delivery of the parliamentary plan in Chile and parliamentary commitments in Argentina, Colombia, Guatemala, and Costa Rica. 	<ul style="list-style-type: none"> • Leverage the OPeN network for country-level parliamentary engagement. • Help with the integration of OGP in G20 Argentina. • Lead on survey of OGP trends in 14 countries of the Latin American region and recommendations. 	<ul style="list-style-type: none"> • Advance private sector engagement with OGP in 1-2 key countries jointly identified with the SU. • Co-organize financial disclosure workshop.
Helen Darbshire	<ul style="list-style-type: none"> • Promote Paris declaration action on Access to Information, via adoption/improvement and implementation of ATI laws. (focus on Europe but not exclusively). 	<ul style="list-style-type: none"> • Improve and facilitate greater OGP engagement by RTI community, including CSOs and Information Commissioners. • Promote measuring of right of access to information (including with UNESCO and link to SDG 16.10.2, also WB, OECD). • Explore link transparency and trust and defense of democracy. 	<ul style="list-style-type: none"> • Promote Paris Declaration commitments on beneficial ownership and lobby transparency.



Mukelani Dimba	<ul style="list-style-type: none"> • Support to new South Africa administration on civil society consultations and development of new action plan • Engage with African priority countries and locals. 	<ul style="list-style-type: none"> • Engage in high level bilateral meetings during the Georgia Global Summit. • Deliver keynote speeches at CSO day and Opening Plenary of the Global Summit. 	<ul style="list-style-type: none"> • Shape high level session on public services at July SC, working with TLS Co-Chairs. • Publish/launch “OGP and Public Services from an SDG and Socio-Economic Rights perspective’ paper. • Co-chairs letter to all governments developing 2018 APs to incorporate public service delivery commitments. • Reach out to 2-3 specific governments to make commitments on this topic in the 2018 cycle.
Aidan Eyakuze	<ul style="list-style-type: none"> • Engage African priority countries and locals. • Support the open government process in Kigoma (pioneering OGP Local participant) beyond the withdrawal of the Tanzania government from OGP. 	<ul style="list-style-type: none"> • Ensure OGPTF operates in line with OGP’s broader strategy and is leveraged by the community. • Practice Group on Deliberative Processes. • Convene/broker first OGP Champions Network • Promote OGP at GPSDD. 	<ul style="list-style-type: none"> • Support the development and implementation of the ‘Public Services 5’ • Shape high level session on public services at July SC, working with TLS Co-Chairs, and in coordination with Mukelani Dimba.
Nathaniel Heller		<ul style="list-style-type: none"> • Pitching OGP with the Gates Foundation. 	<ul style="list-style-type: none"> • Organize a high-level panel at Georgia summit on gender and inclusion. • Leverage FOGO and T4D results to inform potential OGP commitments.
Robin Hodess	<ul style="list-style-type: none"> • Engage with UK, Kenya. • Provide active presence in Germany. • Contribute to Nordic + events. 	<ul style="list-style-type: none"> • Co chair C&S, driving Rapid Response Mechanism development. • Represent OGP at OECD. 	<ul style="list-style-type: none"> • Promote beneficial ownership transparency priority via blog and call to action. • Leverage The B Team to advance work on/with private sector.



Suneeta Kaimal	<ul style="list-style-type: none"> • Support on Azerbaijan response policy case. • Country engagements with Canada, Indonesia, Kyrgyz Republic, Mongolia, Tunisia and Ukraine. 	<ul style="list-style-type: none"> • Host sessions at international events such as the IODC and Georgia Summit. • Engagement and support on Feminist Open Government agenda. 	<ul style="list-style-type: none"> • Leverage NRGI to deliver on open government in the natural resources / extractives (see MOU between NRGI and OGP for additional commitments).
Giorgi Kldiashvili	<ul style="list-style-type: none"> • Engage with Georgia and Eastern Europe. 	<ul style="list-style-type: none"> • Leverage the OPeN network for country-level parliamentary engagement. 	<ul style="list-style-type: none"> • OPeN Webinar on Georgia's parliamentary Action Plan (co-creation process). • Knowledge material/webinar on anti-corruption and on the SDGs.
Zuzana Wienk	<ul style="list-style-type: none"> • Engage Central and Eastern Europe. 	<ul style="list-style-type: none"> • Support strengthening the partnership between OGP and the EU (opening doors to EU institutions, identifying useful synergies and ambassadors, identifying and planning for pilot activities). • OGNfE Beneficial Ownership event (TBC - autumn 2018). 	<ul style="list-style-type: none"> • Connect OGP dots around Beneficial Ownership for a concerted global push • Leverage TLS co-chair role to encourage SC members to identify and lead on ambitious goals and deliver concrete results on priority themes.



Executive Summary of “The Right Tools for the Right Job: How OGP can help win the fight for civic space”

Download full paper [here](#)

SUMMARY

The Open Government Partnership (OGP) was founded on the idea that public policy reform is better when government officials engage with civil society actors. Because of this, OGP cannot succeed without the ability of people to freely organize, participate, and communicate about policy. This is referred to as “civic space.” Yet, based on an analysis of documented events over the last five years, freedom of association, assembly, and expression are under threat in many OGP countries. The most common problems are:

- attacks on journalists and human rights defenders,
- failure to respect and protect public assemblies, and
- barriers to independent and efficient operation of formal civil society organizations.

Is OGP focusing on the right problems and using the right tools? OGP action plans currently do not address the most pressing civic space problems in OGP countries. There is a significant number of commitments addressing formal operation of civil society organizations. The gap between the scale of problems and the number of commitments is widest in freedom of assembly and the defense of human rights defenders and journalists. OGP has tools to address the problems. In order to rise to the challenge, the OGP community can improve civic space with the following five action points:

1. Do no harm: Action plan commitments should not introduce undue burdens and restrictions on civic space.
2. Increase volume: OGP needs more civic space commitments.
3. Improve scope: Commitments should cover the breadth of civic space problems, including emerging issues in the digital realm.
4. Find the right fit: OGP needs more civic space commitments that match a country's problems.
5. Aim for net impact: The Support Unit, research partners and academics within OGP community should prioritize research on the overall impact of OGP national processes, in countries with contested civic space.

HIGHLIGHTS FROM PAPER

A snapshot of civic space in OGP countries

On average, OGP countries are better at maintaining requisite space for civil society than non-OGP countries. According to CIVICUS MONITOR data nearly half of “open” countries (12 of 23) are OGP countries, and OGP has no “closed” countries.

However, OGP countries are not immune to shrinking civic space

The most common problems among OGP countries are restrictions on freedom of assembly and peaceful protest, and lack of protection against human rights violations:

- 58 percent of OGP countries have civic space problems related to harassment of activists and journalists
- In 52 percent of OGP countries, the authors found reports of excessive use of police force during public protests, regulations to limit freedom of assembly, and use of surveillance and personal data to target civil society organizations, journalists, and human rights defenders.

OGP has tools to address civic space problems

- Channel 1: Through the OGP action plan process at the country level - co creation improves and opens spaces for dialogue.
- Channel 2: Through commitments made in the OGP action plans - countries make concrete commitments that can include actions to address the civic space problems they have.
- Channel 3: OGP can be the platform to galvanize global collective action, including governments, to speak out against closing space. OGP is one of the only global fora where Ministers and civil society leaders come together to talk about civic space challenges. Beyond the action plan process, OGP has several mechanisms operating at the global level that ensures guaranteed space for civil society at the OGP table, such as:
 - *Eligibility criteria and values check (ensuring that countries who sign onto the Open Government Declaration have the basic policy and rule of law mechanisms in place)*
 - *Policy on upholding the values and principles of OGP (Response Policy)*
 - *A balanced Steering Committee with 11 civil society leaders and 11 governments*
 - *Peer exchange to encourage learning across countries on civic space matters*
 - *International political leadership and diplomacy to speak up against threats to civic space*
 - *Technical support and partnerships to encourage stronger commitments on civic space issues in action plans.*

Examples of OGP commitments that aim to improve civic space

Freedom of association:

Canada: The Canada Revenue Services sought to provide more information on the regulation of charities to the public in a timely manner and ensure engagement with the charitable sector in support of tax rules that are fair, open, and easily accessible and understood.

El Salvador: The government proposed a reform of the Civil Associations Law to reduce barriers to entry and simplify legal requirements to register NGOs.

Freedom of assembly:

Ukraine, the government committed to adopting a law on peaceful assembly, following recommendations from the Venice Commission, the Council of Europe's advisory body on constitutional matters.

Freedom of expression:

Mongolia: The country aimed to amend the Law on National Broadcasting to meet international standards, and ensure political and financial independence of the media. The commitments also sought to consult the media and civil society on the current limitations in the legal environment for a free media.

Human rights protection:



Mexico: The country sought to publish and produce data on public resources allocated to protect journalists and activists, as well as results from government activities and efforts to protect activists and journalists.

Two of OGP's partner organizations have prepared companion papers to this one. Civicus, in its paper ["Closing Space, Open Government? Civil society response to restrictions in OGP countries"](#), provides a landscape of civic space trends and drivers around the world. The International Center for Not-for-Profit Law (ICNL) has provided suggestions of commitments that OGP stakeholders can make in their action plans in their paper ["The Guide to Opening Government An Enabling Environment for Civil Society Organizations"](#)

State of OGP Priority Themes

Combating money laundering, corruption and improving efficiency and accountability of government: Beneficial Ownership & Open Contracting

Corruption remains one of the key factors contributing to citizens' distrust in government. As the [OGP Trust publication](#) highlighted, citizens perceive their governments to be captured by corrupt elite interests. Data leaks and scandals continue to dominate the headlines, and these are not correlated to any region or level of development. The Panama and Paradise papers made it evident that illicit financial flows, corporate bribery, and money laundering are transnational challenges - that only a handful of countries implementing policy to tackle abuse by anonymous companies is not going to curb these global corruption flows. It needs collective global action, and OGP is well positioned to be the coordinating platform for this action.

What is evident is that tackling corruption is important to renew trust. Additionally - global business leaders are increasingly calling on countries to tackle abuse by anonymous companies. Companies want to know who they are doing business with, investing in, or competing against during public tenders. There is a growing body of [research](#) on how reforms like beneficial ownership and open contracting are good for business.

Recent examples of Steering Committee and Support Unit efforts to support new commitments

Over the past year, members of the Steering Committee have initiated various activities to support OGP countries developing and implementing commitments in this area.

- In September 2017, the Thematic Leadership Subcommittee in collaboration with Fair Play Alliance and the Government of Slovakia hosted a beneficial ownership workshop with ministers, government officials, journalists, private sector representatives, and civil society from OGP countries in Europe to discuss implementation challenges.
- In October 2017, the Government of Indonesia hosted the Global Beneficial Ownership conference, convening several countries - including OGP countries - developing or implementing beneficial ownership registers to discuss challenges and effective approaches.
- In May 2018, civil society members of the Steering Committee Helen Darbishire, Robin Hodess, and Zuzana Wienk, along with Transparency International and 80 other organizations across Europe published [a call for action](#), requesting OGP members to adopt ambitious commitments to implement beneficial ownership transparency as part of the next action plan cycle as part of their efforts for the transposition of the 5th Anti-Money Laundering Directive.
- The Government of France is currently chairing the Contracting 5 (Argentina, Colombia, France, Mexico, the UK, and Ukraine), highlighting good practice and guidance for other countries implementing these reforms.

What the Independent Reporting Mechanism tells us about these commitments

OGP countries - including several Steering Committee countries - are making commitments on beneficial ownership and open contracting.



- **To date, 15 OGP countries** have made commitments related to **beneficial ownership**, out of which **12 countries** made commitments in their **2016 and 2017 action plans**.
- At least **eight countries** have committed to establishing beneficial ownership registers. The regions with the most number of countries with commitments to implementation of beneficial ownership are **Africa** and **Europe**. UK was the first OGP country to develop a public and open beneficial ownership register in 2014.
- **To date, 53 countries have made commitments on public procurement reform.** Mexico and the UK are among those publishing per the Open Contracting Data Standard - Argentina, Australia, France, and Italy have made commitments in their OGP action plans to do so as well.
- There are **four countries** (France, Ghana, Kenya, UK) that have starred (relevant, transformative, and significantly implemented) commitments and **one country demonstrated significant early results (according to the IRM's [Did It Open Government](#) indicator)** related to beneficial ownership. **Six countries** (Croatia, France, Ghana, Kenya, Macedonia, Mongolia) have starred commitments on open contracting

Early results from beneficial ownership

The United Kingdom was one of the first countries to commit to beneficial ownership transparency as part of their OGP action plan. In 2013, at the Open Government Partnership (OGP) Summit in London, then Prime Minister David Cameron announced that the UK would create a public register of beneficial owners of British companies. Company beneficial ownership information was to be held in a central registry maintained by Companies House. In 2017, the UK published the world's first open and public beneficial ownership register.

Early results from open contracting

Colombia mandated the creation of the Colombia Compra Eficiente (Efficient acquisitions) program, a state organization in charge of managing the online software for public contracting. The purpose of this commitment is to consolidate this contracting system, to integrate additional features to allow the government to reply to citizen demands, and to broaden the amount of state agencies that are linked to this system.

Because much of the flowering of commitments over the last two years, few of the beneficial ownership and open contracting commitments have been completed and progress is still under way.

- Where **open contracting commitments** are completed, there is a growing body of evidence that the **cost savings** are enormous. Many of the most successful cases have moved beyond standards-setting and data releases to collaboration with businesses, investigative journalists and non-profits to ensure that transparency is followed by accountability.
- Because most **beneficial ownership** commitments are less than two years old, we are awaiting better data on the implementation and results of these commitments.

Global standards and events: OGP providing accountability for implementation

OGP has proven that it can provide an accountability platform for implementation - translating global promises to country action. - around the London Anti-Corruption Summit in 2016. Close to 20 countries advanced their summit pronouncements in the form of



concrete commitments in their OGP action plans, ensuring accountability for their implementation. OGP also provides the opportunity to get civil society buy-in for these reforms at the inception stage, and the platform to leverage their expertise for implementation.

- In 2014, G20 countries endorsed the High Level Principles on Beneficial Ownership. **Eight current or incoming Steering Committee members are part of the G20.** The Support Unit was recently invited by the Government of Argentina and Government of France to present to the G20 Anti Corruption Working Group to draw connections between the G20 ACWG work plan delivered by countries through OGP action plans.
- The 2016 Extractive Industries Transparency Initiative standard also requires all of its more than 50 EITI compliant countries to implement public reporting of beneficial ownership by extractive companies by 2020. **26 of the 51 EITI countries are also part of OGP, including three current or incoming Steering Committee members.**
- **15 OGP countries signed up to the collective actions on beneficial ownership and open contracting of the OGP [Paris Declaration](#)**, signaling their commitment to these issues.
- Most recently, earlier this year, the European Union adopted the Fifth Anti-Money Laundering Directive ([AMLD 5](#)), requiring all EU members states to produce public registers of beneficial ownership by the end of 2019. **In 2018, 15 EU countries are developing their action plans.**

What steps can you take as SC to deliver results through OGP action plans?

The Support Unit has put in place resources, including knowledge resources, on sample commitments, stories, and value propositions. These are also priorities that the Trust Fund could support. The Support Unit is also currently exploring or has finalized [strategic thematic partnerships](#) with key organizations supporting implementation of these reforms in OGP countries and elevating the positioning of these issues on the global stage. These strategic thematic partners include:

- [The B Team](#)
- [Extractive Industries Transparency Initiative](#)
- [Natural Resource Governance Institute](#)
- [Open Contracting Partnership](#)
- OpenOwnership (in progress)

While several countries have made a strong push on anti-corruption in the last couple of years, there is still room for improvement both on ambition as well as implementation of these commitments. Our ask of the Steering Committee is:

- To lead by example by making ambitious anti-corruption commitments on issues like beneficial ownership and open contracting in your forthcoming action plans, working across relevant anti-corruption agencies in your countries.
- To embed commitments that help you fulfill pronouncements made on the global stage such as the G20 or global anti-corruption summits, to advance accountability for their implementation
- To urge other countries in the Partnership to step up in tackling global anti-corruption challenges through their forthcoming action plans.



2018 provides several moments in terms of global anti-corruption fora to provide countries the opportunity to commit to showcase commitment to this agenda. We saw the OECD Forum in March and the Summit of the Americas in April focused on “Democratic Governance against Corruption.” The next big moment is the OGP Global Summit in Georgia and the African Union meeting in Mauritania in July, followed by the IACC in Denmark in October, the OGP Asia Pacific Regional Meeting in November hosted by South Korea, and G20 at the end of 2018 in Argentina. These should provide opportune moments to secure high-level commitments. And where OGP can play a concrete, valuable role is ensuring that these global summit declarations and promises do not just remain on paper but result in country action.



State of OGP Priority Themes

How OGP members are modernizing public services and delivering for citizens: Suggested steps forward and a call to action

The 2016 Strategic Refresh identified public service reform as a thematic priority for OGP. A sharpened focus on health, education, water and infrastructure presents a natural next step for the Partnership: building open, responsive governments that work not only *for* but *with* citizens, co-creating the services that impact their daily lives. This is especially important in the face of declining trust and rising populism, with governments now more pressured than ever to show that they are putting the needs of citizens, not privileged and powerful elites, front and center.

Public services present practical opportunities for governments to do just that. Open governments can invite parents to report on the infrastructure of schools; patients to share feedback on the quality of health services; residents to advise what roads urgently need fixing and to monitor the quality of the tap water they drink. Real, meaningful changes that improve lives – and that build trust along the way. These ambitions are widely backed by OGP stakeholders, who expressed a strong interest in public services through the **Joint Declaration on Open Government for the Implementation of the 2030 Agenda for Sustainable Development** and by adopting public services as **Paris Declaration** priorities. To date, however, the quality and implementation of commitments in this area have proved underwhelming.

Building on the public services work of the Government of Georgia and Mukelani Dimba, **incoming co-chairs Nathaniel Heller and the Government of Canada** will make a concerted push for *inclusive* public services that cater for all. We ask that SC members lead by example and demonstrate how open government principles can be leveraged for meaningful public service reforms.

How are OGP members using open government principles to deliver improved public services?

Buenos Aires’ ‘Donde’ Portal offers young people information on sexual health services and directs them to health facilities in their neighborhood. **Macedonia**’s Moj Vozduh (My Air) mobile app engaged citizens on air pollution, prompting government action to improve ambient air quality.

- **Transparency plugs information gaps - for government and for citizens.** Providing information on public services, and inviting their feedback in turn, builds trust and allows for evidence-based decision-making.

In the **Philippines**, ‘Check My School’ uses community monitoring to provide the Ministry of Education with credible information, allowing it to direct resources where they are most needed. Feedback collected through **Mongolia**’s ‘Check My Services’ has helped reduce waiting times in hospitals, repair roads and improve trash collection services.

- **Feedback loops are delivering more responsive and accountable services.** Which roads need fixing, which hospitals are not offering quality care, which schools need more teachers? Open governments can draw on the eyes and ears of the communities they serve to better assess who needs what.



Ivory Coast piloted participatory budgeting in five communes, with a new youth employment center and water facilities now being put in place.

- **Citizen engagement is delivering improved access to public services.** Governments can improve access to services by inviting citizens to help shape those services. Women should be consulted on new sanitation services; students and teachers should be consulted on education reform; residents should be involved in mapping infrastructure priorities.

Data shows that PSD commitments are abundant yet usually unfinished

Public service delivery commitments (largely focused on health, water, sanitation, education, and infrastructure) are one of the most common categories of commitments (21% of the total). 90% of OGP participants include public service delivery in their action plans. Despite growing emphasis on public services, in addition to the obstacles faced by many OGP commitments (low ambition and unclear objectives), they also face a lower rate of implementation.

Since OGP's founding, action plans have increasingly focused on public services. In the first round of action plans 9% of commitments were relevant to public services. The most recent action plans have more than 20% of commitments on public services.

Despite this increase, public service commitments are not yet fulfilling their potential:

- **Relevance:** Similar to other OGP commitments, there is a **heavy emphasis on transparency** (58%), with much less emphasis on opportunities for citizen input (32% relevant to participation) and relatively few accountability commitments (19%).
- **Completion:** Public services commitments have a **significantly lower rate of implementation** than other commitments (18% vs. 23%).
- **Stars:** Service delivery commitments have far fewer starred commitments (relevant, transformative, and significantly implemented) than the global average. This is largely due to lack of implementation.
 - Among the most recently assessed action plans (2013 and 2014), **15 countries** have starred commitments on public services.
 - However, none of the 29 health and nutrition commitments received stars. Of 11 infrastructure commitments, none received stars either. Nor did any of the seven water and sanitation commitments.
- **Early results:** Low completion also impedes findings of notable change in government processes at the end of two years. **13 countries** implemented commitments that were rated 'major' or 'outstanding' on the new [Did It Open Government](#) scale (DIOG).

As part of the OGP Strategic Refresh, the Steering Committee endorsed an approach to public services that emphasized feedback loops. The most recent data suggests that we have much work to do before that aspiration becomes a reality. To deliver on the potential of open government, the quality of existing commitments must improve. Beyond that, **we call on SC members to inspire a concerted shift towards commitments that create opportunities for citizen engagement and government responsiveness.**

What steps can the SC take to deliver results through OGP action plans?



With a strong set of **resources** (stories, value propositions, and draft commitments) and **partnerships with key public service actors** in place that can help deliver on this agenda nationally and globally (e.g. the recent MOU with World Vision International), SC members are well positioned to co-create and implement public service commitments. The following present concrete opportunities for leadership and action:

- SC members can use their government's **action plan** to co-create ambitious commitments that go beyond transparency of information to citizen engagement in the design and delivery of services.
- The Support Unit suggests to explore opportunities for **(regional) leadership and coalitions** that can advance public service priorities. One example is a session that the Water Community of Practice - led by WIN, SIWI, Fundacion Avina and WRI - will be hosting at the August 2018 [World Water Forum](#) in Stockholm.
- The SU is exploring **strategic thematic partnerships** to support implementation of relevant commitments in action plans and innovative learning and exchange initiatives. A collaboration agreement with World Vision International is one example of this. The Steering Committee is invited to help identify and broker other potential partnerships that will help scale these efforts.
- The **OGP Regional Meeting in South-Korea** (November 2018) and **incoming Co-Chairs the Government of Canada and Nathaniel Heller seeking a sharper focus on inclusion** are the next key opportunities to showcase innovation, engage in peer learning, and inspire commitment to ambitious action. This will help advance inclusive delivery of public services to all communities.

As SC governments report on progress towards the **SDGS at the 2019 [High-Level Political Forum on Sustainable Development](#)** - themed "Empowering people and ensuring inclusiveness and equality", commitments in forthcoming action plans on inclusive public services will also send a strong signal and showcase concrete progress, backed up by independent monitoring and civil society buy-in. All SC governments are encouraged to integrate OGP action plans into their reporting on the SDGs to help make this link.



OGP Civil Society Steering Committee Co-Chair Candidacy Note

Robin Hodess, The B-Team

Over the past two years, many of us active in OGP have spoken about the need for OGP to be a force for democratic values, for the Partnership to serve as a countervailing political force to current illiberal trends, and about the importance of citizen participation in and benefit from OGP efforts.

As Co-Chair of the Open Government Partnership, I would work to support the vitality of the Partnership, ensuring its commitment to core values and the participation of civil society as a vibrant, constructive partner in opening up government, walking the talk on this in my role. I would also emphasize the intrinsic value of cross-stakeholder dialogue on key open government issues, to build trust and understanding, to drive norm change, and to establish new patterns of governance that better engage and serve people.

1) What priorities will you drive during your OGP co-chairpersonship to advance OGP goals?

I would seek to focus on priorities that I believe will remain relevant to civil society within the Partnership over the mid- to long-term. These include:

1. Connecting OGP to democratic values.

Opening government is a normative agenda, not only a technical one. Open government reform must capitalize on technical innovation for transparency but focus on strengthening accountability and participation. OGP needs to attract governments and government officials who walk this talk, who demonstrate leadership and commit resources to and foster innovation in this value-driven agenda in a co-created fashion. The OGP Steering Committee should consider how to raise the bar for Steering Committee members, to make sure they represent best in class in their efforts to promote the values of the Partnership. Finally, OGP should be a driver for positive, values-based change within the global organisational ecosystem, one demonstrating its contribution through commitments made, implemented and evaluated.

2. Broadening the base of open government stakeholders.

Stakeholders other than government and civil society are critical to the society-wide push toward open, accountable government. Specifically, OGP needs to reach out more actively and effectively to journalists and the business community.

In the case of journalists, many are keen to support open government, as it is aligned with their professional values and needs. Even more, journalists' stories of OGP commitments in practice, OGP leaders in the field, or even of strong examples of multi-stakeholder dialogue, would assist in promoting the Partnership, moving its aims and achievements further into the public domain.

If open government is good for business, then business too should be a key ally for persuading government of the merits of OGP. The Partnership should cultivate business interest in driving those commitments most relevant to them, such as those focused on contracting, beneficial ownership transparency and service delivery reform. It should also engage business in the society-wide dialogue it

enables on the value of government accountability and effectiveness, as promoted under the open government banner.

3. **Learning what works in open government.**

Open government does not stand alone as a goal but is deeply linked in its purpose to better democracy, improved economic and human development and increased trust. While the IRM and in some cases several rounds of action plans have built up knowledge about open government work, there is more we could do to analyze this information and to demonstrate the impact of open government for and on people's wellbeing. Moreover, what are we learning about commitments, and about their likelihood of implementation and impact? Are we advancing ambition and benefitting from the IRM knowledge base to distinguish what works, in process and norm/behavioral change?

In 2017 the IRM was reviewed and a refresh of it and of several components of knowledge management and research in the OGP Support Unit have followed. One example is the planned State of Open Government report. Yet moving ahead, it is necessary to better integrate IRM findings into learning tools/opportunities for the Partnership, and in turn to connect these to the wider field of study on governance. Priorities need to be identified that build on but advance OGP resources, to create practical nodes for learning and exchange. At the same time, a new emphasis on analysis of open government, learning and the communication of findings ought to extend to the Partnership itself, where a learning culture could help refine the tool box of services that the Support Unit currently uses.

Taken together, my priorities for the Open Government Partnership during my Co-Chairpersonship, as above, would build on the impulses within the Partnership that have emerged in the past few years, in particular following the Strategic Refresh in 2017. My priorities also complement the areas raised within the civil society caucus and highlighted by [civil society Co-Chair Mukelani Dimba and incoming Co-Chair Nathaniel Heller](#).

2a) How will you (and your organization/network) demonstrate leadership on open government at the international level during your chairpersonship

Working from within The B Team, but as a longstanding advocate within the governance, transparency and anti-corruption field, my focus has long been on international advocacy and norm change in our field. My focus on Governance & Transparency at The B Team enables me to be present in the main locations of international advocacy on open government (where I participate in OECD, G20/B20, UN, WEF events, groups, etc.) and to promote OGP work on a range of relevant anti-corruption issues. In addition, I work closely with two OGP Ambassadors, Mo Ibrahim and Ngozi Okonjo-Iweala, who are B Team Leaders.

Since joining the SC, I been privileged to wave the OGP flag at many international meetings, including prominent roles in OGP events. Given the excitement about and growing awareness of OGP, I have found myself promoting the Partnership, formally or informally, at most events I have attended, as a practical way to implement change. Most recently I travelled to Belfast for a UK OGP event and took part in Open Government week events in Berlin, where there was a Nordics+ meeting of points of contact and civil society partners.



I will continue to serve both The B Team and OGP as an advocate on open government issues, but I can also leverage my organization and my networks to facilitate participation and ongoing engagement from private sector leaders operating at the highest levels. Last but not least, I hope to use my professional platform to build better relations between business and civil society, which can help build society wide discussions and solutions for open government.

2b) What actions will you take to foster a more cohesive leadership body within the Steering Committee?

To foster more cohesive leadership inside the Steering Committee, I would continue to prioritize the maximum exchange of ideas and perspectives from all sides of the SC. As co-chair of the Criteria and Standards Subcommittee over the past several months, I have set an agenda and worked collaboratively with my government co-chair. Together, we have reached out to other civil society and government SC members, to gather ideas and build consensus on relevant issues, such as the Rapid Response Mechanism. I believe that regular engagement and communication is the best way for the Steering Committee to promote best solutions and take best decisions, in other words, to demonstrate strong leadership. My work along these lines in the SC builds on two decades of experience inside a global NGO network, where communication, consultation and collaboration were all critical features of driving results and maintaining strong leadership.

In the course of my work in the coming years, I would seek to identify new ways to recruit government and civil society representatives who could build future SCs. OGP will need new talent to lead it, from the governance sector and beyond. It is important to foster commitment to OGP aims in a next generation of government, business and civil society leaders.

3) How do you plan to further advance your domestic open government agenda (if applicable) and lead by example during your chairpersonship role?

My ability to advance deep work at national or local level is limited, since The B Team is a small organization that operates mostly at the global level. The B Team does plan to roll out regional B Team bodies in the years to come, and it is my hope that this more regional focus would allow for more resource and input by The B Team into the Partnership. For the moment, my focus is on engaging global business leaders and using their influence to enhance calls for open government.

However, I know that promoting a robust Partnership is all about making co-creation in country and at local level viable and vital, about the building and implementation of commitments in strong national and local and even parliamentary action plans, and about developing a learning culture that nurtures exchange, improvement, and scaling of results. By ensuring that OGP manages the above as well as it can, I hope I will contribute via the SC to strong domestic influence of open government norms and practices.

4) As co-chair, what type of support do you anticipate needing from the other OGP co-chairs (both government and civil society) and from the OGP Support Unit?



The OGP Support Unit boasts a very impressive and talented staff. They already do many tasks of convening, coordination, research, outreach and strategizing that support the SC well.

As OGP Co-chair, and from GL, I would rely more on the political insights of the Support Unit, especially for an understanding of the state of OGP on the ground. I believe other SC members and Co-chairs could assist in providing a well-rounded view of certain political contexts as well. We should lean on each other in the SC for this insight.

I would hope that the government Co-Chair and I could ally and align. I would like to be in regular communication, including with the SC, SU and broader OGP community. I think this reduces surprises and helps build bridges when surprises emerge.

Finally, I would hope and expect the SU to develop its research and learning muscle, to make it better able to support the needs from the Partnership and open government movement more broadly to understand what has worked in opening up government, under what conditions. More specifically, I would welcome a focus that goes beyond 'progress on implementation' toward how/if open government is fostering citizen participation, enhancing economic and human development, and otherwise improving lives. In my view, this focus on learning could offset some of the current strong focus on events/summits. If managed and communicated properly, research and learning might bring the Partnership staying power, credibility and a broader base of support over the long term.



OGP Government Steering Committee Co-Chair Candidacy Note
Government of Argentina



Buenos Aires, June 15, 2018

Open Government Partnership Steering Committee Co-Chairs

Thea Tsulukiani
Minister of Justice
Government of Georgia

Scott Brison
President of the Treasury Board
Government of Canada

Mukelani Dimba
Head of Development
International School for Transparency

Nathaniel Heller
Executive Vice President for Integrated Strategies
Results for Development

Dear OGP Steering Committee Co-Chairs,

On behalf of the Argentine Government, I wish to express our interest in presenting our candidacy as Incoming Chair at the OGP Steering Committee.

This application is grounded on the strong commitment of the National Government to the values of the OGP, and features our renewed interest in globally advancing the agenda.

Ahead of the Steering Committee's election, I hereby share the answers to the co-chair government candidacy statement guiding questions, which have been enriched with feedback from members of the National Open Government Roundtable.

Sincerely,



Andrés Ibarra
Minister of Modernization of the Argentine Republic

Argentine Government's answers to co-chair government candidacy statement guiding questions

1) What priorities will your government drive during its OGP chairmanship to advance OGP goals?

As we get close to celebrating the 7th anniversary of the Open Government Declaration, the Argentine government reaffirms its commitment to foster a global culture of open government that empower, delivers for citizens, and advances the ideals of open and participatory 21st century government.

Ahead of our chairmanship, we endorse five priorities that are closely aligned to the contributions made at the domestic level over the past years. These arise from the latest OGP National Action Plan and the broad National Open Government Strategy we have been putting forward since December 2015, which is anchored in three core axis: open data, public innovation and open government. The challenges addressed so far have come along with enlightening lessons we are willing to share with the international community to enhance OGP goals.

First, fostering cross-level collaboration towards enhancing an Open State. Argentina acknowledges the importance of expanding the OGP community to reach out to institutions across and beyond the public administration so as to increase the scope and impact of public policies. The Third National Action Plan has engaged 13 ministries and three decentralized government agencies, as well as the two legislative chambers, the Council of the Judiciary and three independent State institutions (the General Audit Office, and the National Ombudsman and the Penitentiary Prosecutor). Similarly, the National Open Government Strategy has delivered results beyond the Executive, as displayed, for instance, in public consultations -grounded on the Ministry of Modernization's public consultation platform- implemented by the National Congress towards the regulation of the Access to Information Bill No. 27275. Also, the Ministry of Modernization has assisted the Penitentiary Prosecutor to deliver its open data portal building upon "Andino", an easy-to-install, customizable platform based on CKAN that the Ministry developed to enable any agency to open its data following simple steps. These experiences illustrate cross-level strategies to enhance collaboration with state institutions beyond the Executive in view of advancing improved governance through transparency and citizen participation. In acknowledging that the OGP has been increasingly promoting legislative openness and open justice, and has backed the creation of working groups and international networks to engage state institutions in the broad open government debate, Argentina is willing to contribute to global strategies furthering the outreach of government agencies implementing OGP commitments.

Second, Argentina is committed to fostering vertical collaboration with subnational governments to enhance local development and improved service delivery. In line with the OGP Subnational Program that currently engages pioneers from 20 local governments all over the globe, our country has turned multi-level collaboration into a core target of the Ministry. Through the Federal Commitment of Modernization signed by the President, myself (as leading Chair of the Federal Council of Modernization) and governors, we are working at all levels to advance digital inclusion, open government, results-based management, e-government and a comprehensive human resource management system. Similarly, we've furthered the agenda through the Open Government

Commission at the Federal Council of Modernization, which has advanced seven goals on its 2017 annual Plan. Over the past year, the Commission has increased its subnational representation by engaging 21 out of 24 provinces; promoted citizen engagement and co-creation by including commitments from 11 provinces in the Third National Action Plan; assisted seven provinces in developing transparency and open data portals (which nowadays raise up to 15 out of 24); contributed to the institutionalization of four government labs that put forward methodologies to foster public innovation in policy-making; promoted peer-exchange by hosting nine online and onsite meetings; implemented 13 capacity-building activities on open government; and developed instruments to document and share best practices, as displayed in a co-created visualization that gathers information from open government initiatives in 15 provinces. In line with these developments, we've coordinated three editions of "Argentina Abierta", the National Forum on Public Innovation and Open Government that annually takes place in different provinces and is hosted by a subnational government in coordination with the Ministry of Modernization. The outreach of this event has gone beyond national margins, as open government activists from different countries have been invited to share their experience, challenges and best practices. So far, over 287 speakers and nearly 3,000 participants have taken part in this national forum.

More broadly, when hosting the OGP Americas Regional meeting last year we received nearly a hundred proposals targeting subnational developments in open government. This represents a clear interest of the region -as well as an international movement- to further the OGP principles to reach out to decentralized governments. In view of these developments, we believe the broad Argentine experience can shed light on different strategies to engage local governments of various political colours into an open government approach to deliver local impact and bring public policies closer to citizens.

A third priority the Argentine government endorses is deeply rooted in the 2015 Open Government Declaration for the Sustainable Development. This entails bringing critical thematic issues into the core of open government, especially those targeting the SDGs. Argentina has embraced the 2030 Agenda in its Third National Action Plan by addressing climate change, gender, education, health and housing, among other featured commitments. In view of aligning National Development Plans to the global agenda, and ensuring they address open government policies and priorities that deliver to citizens, we are willing to promote cross strategies to advance collaboration and inter-institutional engagement so that OGP plans include relevant commitments that contribute to advance SDG targets.

A fourth priority our government upholds is pushing for open data as a critical tool for policy-making, deeply grounded on the need to enhance a more transparent information ecosystem. Argentina has experienced a deep transformation within the National Public Administration since President Macri issued Decree No. 117 in January 2016 that establishes that all ministries should develop an open data plan. So far, more than 19 government agencies have published over 800 datasets in the official open data portal following guidelines -grounded on international standards- developed by the Ministry of Modernization. The fact that Argentina raised from position No 54 to No 17 in the Open Data Index in just one year speaks of strong political commitment and leadership in this regard. In acknowledging that the new challenges go far beyond the publication of data in open formats, we

are pursuing both purpose-driven openness as well as the development of an open data infrastructure that can contribute to evidence-based policy-making. We are willing to support national and regional strategies and promote partnerships across the OGP member countries to jointly move forward this agenda, while supporting and diversifying the community of open data champions around the globe.

As a fifth priority ahead of our chairmanship, we endorse peer exchange and capacity-building based on the Argentine policy on public innovation, which we believe can enrich OGP strategies when addressing the challenges associated both with the co-creation and implementation of OGP commitments. On one side, the experience of the National Government Lab can shed light on how open innovation can feature citizen participation as a way of shaping public policy, complementing the current strategies on co-creation of national action plans. Over the past two years, the Ministry of Modernization has partnered with other ministries to engage diverse constituencies in addressing agricultural, financial, environmental and health challenges. These broad innovation processes have led to increased collaboration between citizens and government institutions beyond on-site events, such as hackathons, and ahead of the implementation of specific policies.

In addition, the Argentine experience can play off for other countries facing challenges when implementing OGP commitments. An open government cannot move forward if the civil service does not acknowledge the benefits of this new way of delivering to citizens and upholds the highest standards of professionalization, integrity and transparency. We need to broaden the discussion to reach out to public officials at all government levels, sensitize and equip them with the tools, methodologies and resources to advance open government through changes in organizational culture. Ahead of this, it becomes crucial to first ensure government schools and capacity-building institutes within the public administration include these issues in their study programs. Over the past two years, the Ministry of Modernization, has trained over 10,000 officials on themes ranging from transparency and open data to innovation and collaboration, including key courses on artificial intelligence, blockchain, evidence-based policies, design-thinking, monitoring and evaluation. Therefore, we are willing to promote peer exchange and open government literacy based on the experience of the Design Academy, the capacity-building unit which is at the core of the National Government Lab and which has partnered up with the National Institute of Public Administration. We are committed to further the outreach of these training programs and foster innovative approaches towards developing open government skills across state institutions as well as engaging multiple stakeholders in the current open government debates.

Finally, collaboration and dialogue between governments and civil society organizations is at the heart of the OGP. The collaborative work we have carried out with CSOs to increasingly advance open government over the past two years is a distinctive feature of the Argentine OGP process, as displayed, for instance, through co-creating the methodology to elaborate the Third National Action Plan or when setting up a multi-stakeholder forum to run the OGP process. In a global context where enhancing trust, dialogue and constructive engagement between governments and CSOs steps as a core challenge to address, we are willing to contribute to peer-exchange on approaches and frameworks to develop joint forums and similar spaces -based on trust and mutual respect- that help co-create public policy and improve delivery to citizens.

2) How will your government demonstrate leadership of OGP at the international level during your chairmanship, and what actions can it take to foster a more cohesive leadership body within the Steering Committee?

The Argentine government embraces the OGP as a critical platform to deliver to citizens and as a relevant tool to raise the bar and shield open government processes. We believe that fostering a cohesive body relies on strong leadership to shape feasible action plans at a global level, and we are committed to back a comprehensive strategy that features the strengths of each country and actor at the Steering Committee so that they can make solid contributions in their key areas, while promoting peer-exchange and capacity-building. Furthermore, we envision to partner up -either bilaterally or more broadly- with Steering Committee members to further advance OGP goals in thematic areas, besides those addressed in our core priorities.

In acknowledging that the OGP is undergoing a transformative process and a strategic refresh since the 2015 Paris Declaration, we endorse its principles and commit to advocate for the respect of citizen rights and to protect the civic space globally. We also agree on the importance of delivering results that can be measured as long as open government reforms benefit citizens and national action plan commitments are thoroughly implemented. Complementing this statement, we must note that the Argentine Government has recently adhered to the 2017 OECD recommendation of the Council of Open Government (still awaiting confirmation by the OECD) and is currently undertaking a review process by the OECD, with the governments of Canada, Colombia and France as peers. We strongly believe that the results of this broad review will shed light on how to measure open government beyond specific commitments, and assess the overall open government framework. This assessment will thus help identify and document the best practices aligned to global standards, as well as contribute to developing an open state approach. Besides helping strengthen our national policy, this review may turn useful to other participating and non-participating OGP countries undergoing open government processes. Therefore, we are willing to share the outcomes of this assessment with Steering Committee members so that we can jointly work out on possible inputs and lessons to inform global and national strategies when promoting the values of open government.

The Argentine Government also acknowledges the challenges that transitions have placed at the international scenario when implementing OGP national action plans. Through the Steering Committee -and beyond leadership at the international level-, we strongly believe we can play a prominent role in the region. In December 2015, Argentina went through a deep change in government when -as a result of presidential elections- representatives from a different political party took office. Transition has turned into an opportunity, both in the way policies are shaped and in how government officials relate with citizens and civil society organizations. This Administration inherited the OGP Second National Action Plan in a context where the core CSOs had stepped out of the OGP process. Rebuilding trust and confidence has been the first challenge to address, and several lessons have come along with the strategies we put forward to keep the open government movement running. Co-creating a participatory methodology to elaborate new commitments; advancing subnational engagement in the Third National Action Plan through partnerships with CSOs who -along with the Ministry of Modernization- traveled to six federal regions to deliver capacity-

building workshops while beginning to identify the broad open government community across the country; inviting all state institutions to the latest OGP plan; building a multi-stakeholder forum to run the OGP process; setting up a public platform to report on the implementation of OGP commitments; all these are just some of the strategies we delivered to rebuild and strengthen our open government ecosystem. All in all, the path we have gone through over the past two years is a clear sign of leadership, political commitment, multi-level collaboration and responsiveness to civil society in the frame of transition. Latin America is a vibrant region characterized by social mobilization and overall mistrust in public institutions. New challenges have come up, and Argentina can set the example of how engaging in the OGP has mainstreamed long-demanded reforms while at the same time address new broader issues still stepping into the national and international agenda.

3) How do you plan to further advance your domestic open government agenda and lead by example during your chairmanship role?

The work at the domestic level is a key priority to the Argentine Government, beyond its leadership at the Steering Committee. Although the Fourth OGP National Action Plan will still be the most distinctive tool to advance the open government agenda, we are committed to strengthen national policies in different ways.

The National Open Government Roundtable -developed following the OGP guidelines- is undergoing an institutionalization process, after its launching at the Pink House in 2017 along with the presentation of Third National Action Plan. Its eight members (both from government agencies and civil society) are currently working on a regulation to be released on the Ministry of Modernization's public consultation platform, so that it can be open to citizen input before having it passed as an official ministerial resolution in the next months. This multi-stakeholder body is envisioned as the broad national forum to collaboratively run the open government agenda, and -grounded on a political approach- innovate and expand policy issues related to open government and address core challenges stepping at the public scenery. More specifically, the Roundtable will jointly develop the methodology to co-create the Fourth OGP plan, promote civic participation and foster the identification of critical priorities ahead of the elaboration of the new commitments. Similarly to the process we've undergone when co-creating our latest plan -where featured commitments on open contracting, gender, climate change, and budget transparency, among others, were included in response to citizen proposals-, the Ministry of Modernization, as OGP leading agency and in partnership with government counterparts at the Roundtable, will reach out to state institutions and other stakeholders addressed in the identified priority areas. We seek to broaden discussions and deepen open government processes, and acknowledge the permanent need to raise the bar and be responsive and accountable to our constituencies. Given that the new OGP guidelines state that action plans can add up to 15 commitments, we uphold the importance of advancing cross-collaboration towards enhancing agreed-upon policies.

Furthermore, we will organize "Argentina Abierta" in partnership with a subnational government so as to allow the exchange of experiences at all levels of government and engage the broad open government community in the current debates. In fact, in line with the organization of OGP summits

and regional meetings, the latest edition of this forum included an open track so that any participant could send his or her proposal to share on this event. A joint committee gathering the provincial government, local CSOs and the Ministry of Modernization assessed nearly a hundred submissions. This approach has proven effective to enhance collaboration at the subnational level, co-create the agenda and amplify the voices of the open government community.

Also, the Federal Council of Modernization, through its Open Government Commission, will play a prominent role in fostering vertical integration and strategies to further advance engagement and relevant open government goals at a subnational level. In acknowledging the need to build literacy around concepts of co-creation and enhance increased collaboration between civil society organizations and provincial governments across the country, we will also work jointly with CSOs sitting at the National Open Government Roundtable to improve stakeholder mapping, reach out to new actors and get them on board ahead of the Fourth National Action Plan and in implementing the National Open Government Strategy.

Most recently, through the 2018 program “Argentina Innova”, the Ministry of Modernization has engaged seven provinces in open innovation processes to address subnational challenges in partnership with citizens and other stakeholders. These challenges are closely aligned to the critical issues advanced through national action plans, such as gender, climate change, water and sanitation, health, technology for development, environmental protection, among others. We are confident that this co-creation approach will contribute to equipping subnational governments with the tools and resources to run their own innovative processes and embrace open innovation as a tool to integrate citizen engagement in policy-making. In line with vertical integration, we are committed to further collaborate with local governments to enhance digital inclusion and implement participatory initiatives that deliver to citizens.

Beyond the open government strategies put forward by the Ministry of Modernization, we envision in the Integrity Roundtable, chaired by the Secretary of Institutional Strengthening at the Chief of Staff Office, a key player that is moving forward this agenda by engaging government agencies in cross-level collaboration to deepen the transparency and accountability reforms.

4) Which Ministry will lead your OGP chairmanship (if different from current OGP Ministry)? How do you envision the role and involvement of other government bodies, including your head of state/government, foreign ministry and diplomatic networks, and other ministries to advance your OGP priorities and promote OGP globally?

The Ministry of Modernization will lead the OGP chairmanship, and advocate for increased engagement of other government institutions beyond the Executive through fostering an Open State approach.

As leading agency of the OGP process, in 2017 the Ministry invited all other ministries, the legislative and judicial bodies, independent state institutions (including the General Audit Office, the Ombudsman and the Penitentiary Prosecutor) as well as the 24 provinces to join the Third National Action Plan. Similarly, through the implementation of the Open Data Decree we’ve been working

jointly with 19 state offices to assist them in releasing and publishing open data in the official website. Hence, the willingness to advance the agenda beyond the Executive is a distinctive feature of the way the open government paradigm is embraced by this Administration.

In line, the National Open Government Roundtable engages -besides the civil society counterparts- the Anti-Corruption Office, the Ministry of Interior and Chief of Staff Office, who have and will still be key partners to back the OGP priorities. The fact that this joint body is undergoing an institutionalized process is a clear sign of how deep cross-level collaboration and shared leadership go. As Incoming Chair, the Ministry of Modernization will update this Roundtable on the OGP priorities and strategies, and seek for input and collaborative efforts to further advance the global agenda.

Most importantly, open government is at the core of the 100 National Government Goals put forward by the Presidency. Fostering the principles of transparency, accountability and citizen participation go in line with national strategies across all government institutions, and are similarly displayed in the current reviews undertaken with the OECD to enhance best practices aligned with global standards. Therefore, ahead of our chairmanship, we will endorse OGP priorities and encourage cross-level dissemination towards joint efforts to address global issues through improved governance. In fact, having President Mauricio Macri at the opening of the 2017 OGP Americas Regional Meeting, along with Vice-President Gabriela Michetti, are strong signs of the deep commitment at the highest political level to back this agenda.

As regards the subnational agenda, as Incoming Chair, the Argentine government will further promote subnational engagement in addressing global OGP priorities through and beyond the Federal Council of Modernization, along with collaborative strategies developed jointly with civil society organizations already engaged in open government policies.

Furthermore, at the international level, the Argentine Government has taken solid steps to further enhance OGP goals. Through the Anti-Corruption Office we have undergone an integrity review with the OECD that takes stock of the most recent efforts to tackle corruption. Besides adhering to the 2017 OECD Recommendation on Public Integrity, we are addressing policy recommendations regarding institutional arrangements, integrity training for public servants, asset disclosure, and whistleblower protection. Also, in early 2018, we made public our commitment to adhere to the Extractive Industries Transparency Initiative International Standard (EITI), and thus promote the open and accountable management of natural resources. More broadly, the two chambers at the National Congress have become members of ParlAmericas, a regional network fostering legislative openness. All these strategic partnerships at the global level are critical signs of commitment to the open government agenda we are willing to support to further advance OGP priorities.

Also, given that the Argentine Government will be playing a key role at the international scenario as Incoming Chair of the OGP Steering Committee, we have agreed on working jointly with the Foreign Ministry's office of public diplomacy to co-lead the global OGP process and ensure fluent relationships with the Steering Committee so as to effectively address global policy issues.

Last but not least, ahead of 2019 national presidential elections, we acknowledge the challenges entailed in a possible change in the ruling party, which are common to the region and to other OGP participating countries when it comes to ensuring sustainability of open government processes. Should this Administration remain in office, we strongly endorse all the above-mentioned commitments and priorities. If, as a result of the electoral process, another political party takes office, we commit to face transition with responsibility and leadership. The fact that we have thoroughly systematized, documented and published all the procedures and methodologies that run the open government process are critical features to grant continuity. Similarly, over the past years we have devoted significant resources to building capacities within state officials at all levels beyond executives and the government offices engaged in the Third National Action Plan. In addition, over half of the subnational commitments in the OGP latest Plan have been adopted by provinces run by opposition parties. Cross-strategies to reach out to local governments do not distinguish between political colours.

Along the institutionalization of the National Open Government Roundtable -with its own and co-created regulation-, we uphold these international commitments and normative instruments backing open government strategies (as displayed, for instance, with 2016 Decree No. 117 on Open Data) as strong features to advance and shield transformative processes ahead of changes in political ruling. It's important to notice that Argentina already had a political transition as part of OGP in 2015 with the government of actual president Mauricio Macri.

Above all, we trust our close work with the Foreign Ministry's Office will reinforce the whole open government process over the next years at the global level.