

**SUMMARY NOTE**  
**OGP GOVERNANCE AND LEADERSHIP SUBCOMMITTEE MEETING**  
*February 18-19, 2013 -- Jakarta, Indonesia*

Monday, February 18: OGP Strategy and Vision

On February, 18, 2013 two partners from the Jakarta office of the Boston Consulting Group facilitated a discussion of OGP's long-term vision and medium-term strategy with the members of OGP's Governance and Leadership subcommittee. This note summarizes some of the key themes of that discussion, which will in turn inform the development of several proposals for further discussion by the entire Steering Committee in April. Of course, it will not be possible to address all of these issues at the April meeting, so GL would certainly welcome input on which questions should be prioritized.

**Discussion: How can and should OGP change the world?**

- Platform for reformers to accelerate progress within their own countries. OGP is an enabler – pressure needs to come from below.
- More governments becoming sustainably more open in a way that promotes prosperity, freedom, democracy and citizen participation.
- This phase is about delivery. What difference is OGP making at the country level? 2 medium-term objectives: 1) Change the quality of life of citizens; point to examples where OGP has worked. 2) In delivering services to citizens, the way in which they are delivered is key. Government and civil society must develop a culture of “co-responsibility” for development.
- What's unique about OGP – genuinely a partnership between government and civil society. Changing the culture of government to ensure real collaboration with citizens and civil society.
- 3 key words: openness, citizens and delivery. This is not pro forma openness. Need to look at changes from the eyes of a citizen – is the nature of doing business different? Is service delivery better?

**Key Elements of a Vision Statement:**

OGP is a delivery platform to accelerate progress on open government in individual countries around the world. Our vision is that more governments become sustainably more transparent, more accountable and more responsive to their own citizens, with the ultimate goal of improving the quality of goods and services that citizens receive. This will require a shift in norms and culture to ensure genuine dialogue and collaboration between governments and civil society.

***Discussion: Challenges OGP is Confronting***

- In an effort to keep OGP lean and not overly bureaucratic, we have a rather fragile structure. OGP grew much faster than anticipated and is not fully institutionalized.

- Tension between operationalizing OGP as a credible ‘institution,’ and the feeling of it being a fresh, dynamic movement.
- Credibility of progress, demonstrating actual impact. Need to show good examples of progress that wouldn’t have happened without OGP.
- Critical to have the sharing of ideas across countries. May need to first build a network of domestic reformers in order to activate it.
- How are we creating incentives for countries to make progress? Countries want to lead and showcase their success.
- Example of countries that don’t do anything can be a strategic threat, could bring the whole thing down.
- Independent Reporting Mechanism must be truly independent and effective to ensure accountability for progress.

### **Proposed Strategic Principles:**

- 1) Focus primarily on deepening vs. broadening. Deepening means focusing on existing countries to ensure quality delivery of OGP commitments. In terms of expansion, focus on a few strategic countries that are eligible to join, particularly through high-level engagement by co-chairs or SC members.
- 2) Maintain feeling of a dynamic movement while building a credible organizational structure
- 3) Create the incentives and exchange of experiences that will inspire continuous improvement, raising the floor as well as pushing the boundaries of good practice.

### **Discussion: How should we measure success?**

- Metrics need to keep the end goal in mind: changes in the lives of citizens. Data for whom?
- We have to define our metrics in terms of countries’ performance against their own action plans: 1) Achieving what you said you would do; 2) how much countries improve over the course of successive action plans, and do updated action plans reflect improvement on issues raised by the IRM?
- Quality and quantity of civil society engagement. What are the incentives for civil society and citizens to participate in this?
- It is the public who decides whether there is improvement as a result of open government reforms. That improvement is the success.
- Should we include a metric on increased membership, perhaps of strategic countries or key countries in certain under-represented regions?

### **Discussion: Progress to Date**

What has worked: Powerful moment, got the timing right, put our finger on something quite powerful. Breadth of country participation and interest. Government/civil society interaction on SC has been quite positive.

What has not worked:

- We haven't been able to provide a sufficient degree of targeted engagement and encouragement at the country-level (both from individual SC members and from the Support Unit).
- In many countries, civil society engagement has not worked that well. CSOs often still spending energy just trying to get a seat at the table.
- Division of labor is not quite right between SC and Support Unit. Support Unit should manage implementation; SC should stay at a strategic level.
- Has been a challenge to build an effective Support Unit -- key OGP activities therefore too fragmented without enough central coordination.
- We're not capturing the sense of movement, new things happening in new places, sharing experiences across countries. Need an efficient way of doing this without creating a bulky Secretariat.
- Need to get the process right, but also the outcomes – what difference this is making to peoples' lives?

### **Proposed OGP Priorities for 2013 – 2014**

- 1) **ENABLE SUCCESS:** Increase OGP's country-level engagement to support both civil society and government actors within countries. Need to be more proactive in providing mentoring and facilitating the exchange of experiences across countries. Support Unit needs to spot the need, frame the challenge, then mobilize others to step in -- coordinating technical support, not necessarily providing it directly. This will require building an intelligent database of what the issues are and who the actors are at the country-level.

*Unresolved Issues:* Which countries should we be prioritizing? At which stage in the OGP process is external support most useful?

- 2) **SHARE STORIES OF SUCCESS:** Collecting and disseminating examples and anecdotes is an absolute priority, as it feeds all the rest (e.g. mobilizing citizen demand, promoting peer learning, raising the level of ambition). The supply of stories is key – challenge is to get them out there in a format that people will use. Need practical examples to demystify the whole thing.

Types of stories: Successful implementation of different types of OGP commitments (including low-cost examples), models for government/civil society “co-creation” of OGP action plans, models of how OGP implementation is organized bureaucratically WITHIN different governments.

*Unresolved Issues:* What's the right approach to collecting the stories? What format will ensure that they are actually used?

- 3) **BUILD THE INFRASTRUCTURE TO DELIVER:** Need to ensure sufficient staffing and budget for the Support Unit to deliver on the first two priorities.

Tuesday, February 19 (morning): Governance Issues and Support Unit Role

### **OGP Governance Issues**

GL discussed the following issues related to the functioning of the Steering Committee and its subcommittees:

- Role of the Steering Committee -- moving toward functioning more like a Board, empowering Support Unit to implement
- Frequency and organization of SC meetings to ensure distinction between working-level and ministerial-level meetings
- Mandate of co-chairs vs. Governance and Leadership subcommittee
- Government Rotation in light of the fact that all current government SC members would like to serve a full, 3-year term (through fall 2014)
- Reassessing subcommittee membership and mandates to reflect OGP strategic priorities and allow for some rotation

Based on these discussions, the Support Unit will work with GL to develop specific proposals on governance issues to be reviewed and agreed at the Steering Committee meeting in April.

### **Support Unit Roles and Responsibilities:**

#### Current:

- Staffing SC and subcommittees, including drafting meeting agendas + strategy and policy documents.
- Communicating with the Steering Committee through regular updates
- Responding to requests for information from countries and other outside stakeholders (including journalists, etc.)
- Raising and managing funds, reporting to donors
- Managing communications (website, social media, PR, etc.)
- Helping to plan various OGP events (global and regional)
- Coordinating activities with the broader OGP 'team': Networking Mechanism, Civil Society Coordination, Independent Reporting Mechanism

#### Planned (pending additional hires):

- Communicating more frequently with all participating countries
- Much more input on and oversight of external communications strategy
- Greater involvement in regional OGP events
- Proactively providing targeted support to government and civil society actors at the country-level
- Managing and updating documentation, contacts, and intelligence on all 58 participating countries (to understand the status of OGP implementation)
- Coordinating with multilateral and bilateral partners
- Trying to bring in the private sector more
- Producing practical, interesting content for case studies, website, other OGP publications