OGP's Three-Year
Implementation Plan

Draft for comment | November 2019

The Open Government Partnership's founding mission and vision remain as powerful today as they were in 2011, and yet the context for our work has changed profoundly. On the one hand OGP has grown into a mature partnership, with 78 national members, an increasing number of local governments and thousands of civil society participants. Together they have co-created over 4000 open government reforms, of which a significant proportion have shown major impact. Yet at the same time as OGP has been growing, the wider geopolitical context has been one of democratic backsliding, closing civic space and the rise of authoritarian and populist politics, including in OGP member countries.

These two competing trends lie at the heart of the rationale for a new OGP three-year implementation plan - referred to as the "3YP". Its objective is to provide a roadmap for better implementation of OGP's mission and vision, given both OGP's growth and changed operating environment. It will bring clarity and focus to how OGP delivers on its strategy. It will include a 2020 annual implementation plan, nested within a three-year planning horizon. Such a plan will enable near-term decisions that prepare for medium-term Collective Results, and will help the partnership work together more effectively toward those results. These Collective Results can only be achieved by the collective actions of government, civil society and key partners, with the SU and IRM playing a vital, complementary facilitating and supporting role, which the 3YP elaborates.

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1. What we learned, where we are headed

Our plans for the coming three years represent an evolution in our work: grounded in our core vision and mission, but shaped by the ways the partnership has grown and the shifting geopolitical context.

Our Vision

OGP's 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 public policies and services. This will require a shift in norms and culture to ensure open, inclusive and honest dialogue between governments, civil society and citizens.

Our Mission

OGP provides a domestic and international platform to empower reformers inside and outside of government who are seeking to open up their governments. Domestically, OGP can support reformers to collaboratively design, implement and monitor concrete actions to make government more open, responsive and accountable to citizens. Internationally, OGP can support reformers by encouraging incentives for political leadership on open government, mobilizing networks for peer learning, building coalitions around different open government policy areas, and creating space to share reforms that are working and not working.

OGP Snapshot by Numbers

To situate the 3YP, it's important to understand where OGP is today. OGP's headline growth metrics from 2011 to 2019 are clear:

- We have gone from 8 founding countries to 78.
- We have 20 local government members in their own right, and growing subnational engagement in national OGP processes.
- Over 3000 civil society organizations have been involved in their countries;
- And this has produced over 4000 commitments, of which 55% have been completed.
- We know this because the Independent Reporting Mechanism has published over 350 reports to encourage accountability and learning.
- We have also hosted 6 global summits with continued political engagement, including 78 Ministers and high level officials alongside PM Trudeau in Ottawa early this year.

Of course it is necessary to go beneath the headline numbers to understand the impact. At the heart of the domestic OGP mechanism is the action planning process. Two-thirds of OGP countries have an active forum to steer this. This is critical as OGP is one of the few places that brings together government reformers and civil society in a constructive partnership, building unusual coalitions and creating an action-orientated dialogue. According to our (2018) biannual survey 62% of civil society respondents reported that the majority or all of their key priorities were reflected in their country's OGP plan.

This unique multi-stakeholder co-creation processes at the domestic level have yielded Action Plan commitments on anti-corruption, citizen engagement in public services, justice, open data, and civic space, among other policy areas. Since the Independent Reporting Mechanism (IRM) began assessing implementation and ambition of commitments in 2015, on average, 1-in-5 commitments in an Action Plan are ambitious and credibly implemented and/or demonstrate a major change in practice. This means hundreds of high impact reforms have been advanced using OGP but there is potential to raise the ratio further in the next three years.

Context

OGP is seeking to expand and deepen its work at a crucial juncture in history. In recent years, democracy faced its most serious crisis in decades, according to independent watchdog Freedom House, as fundamental human rights, the rule of law and civil society came under attack around the world. Civicus has reported serious violations of the freedoms of association, expression and peaceful assembly in over 100 countries. Trust in government has continued to fall, according to the Edelman Barometer.

It is precisely at this moment that OGP, with a membership of 78 countries, a growing number of local government members, and thousands of engaged civil society organizations, is well positioned to step up and serve as a positive global force for deepening democracy and openness, and as a countervailing force against the rise of closed government.

Indeed, OGP has been far from immune to these challenges. Russia, Hungary and Tanzania were all members of OGP but have exited voluntarily. Azerbaijan has been suspended, and several members are grappling with major corruption scandals and shrinking civic space. Additionally, traditional champions of democracy and global governance norms have retreated from the global stage, spending their political capital elsewhere.

Yet, despite these challenging circumstances there are signs of resilience, commitment and hope. Courageous reformers from government and civil society are joining forces to co-create and co-implement concrete commitments – expanding civic space, empowering citizens to shape and oversee policies and services, and undertaking transformational reforms to combat corruption. Many governments have also stepped up into leadership roles in OGP, including the co-chairs, Steering Committee members and a number of thematic champions on different policy areas.

Collective Results

Living up to OGP's vision requires achieving two impacts over the long term. First, the partnership must lead to impacts at a level that citizens experience, whether through improved services, reduced corruption or more efficient government; openness in the abstract means little if it fails to improve people's lives. And second, OGP must contribute to building a stronger global movement for open government and democracy, that is able to stand up for open government values and principles, whilst being a countervailing force against against efforts to undermine them. These two impacts are also interrelated: improvements in public policies and services that come about through increased transparency and civic participation make a stronger case for democracy and civic participation in public life, creating a stronger global movement.

In order to achieve these impacts, OGP will sharpen its focus on a set of four Collective Results over the medium term, or three-year horizon. These are:

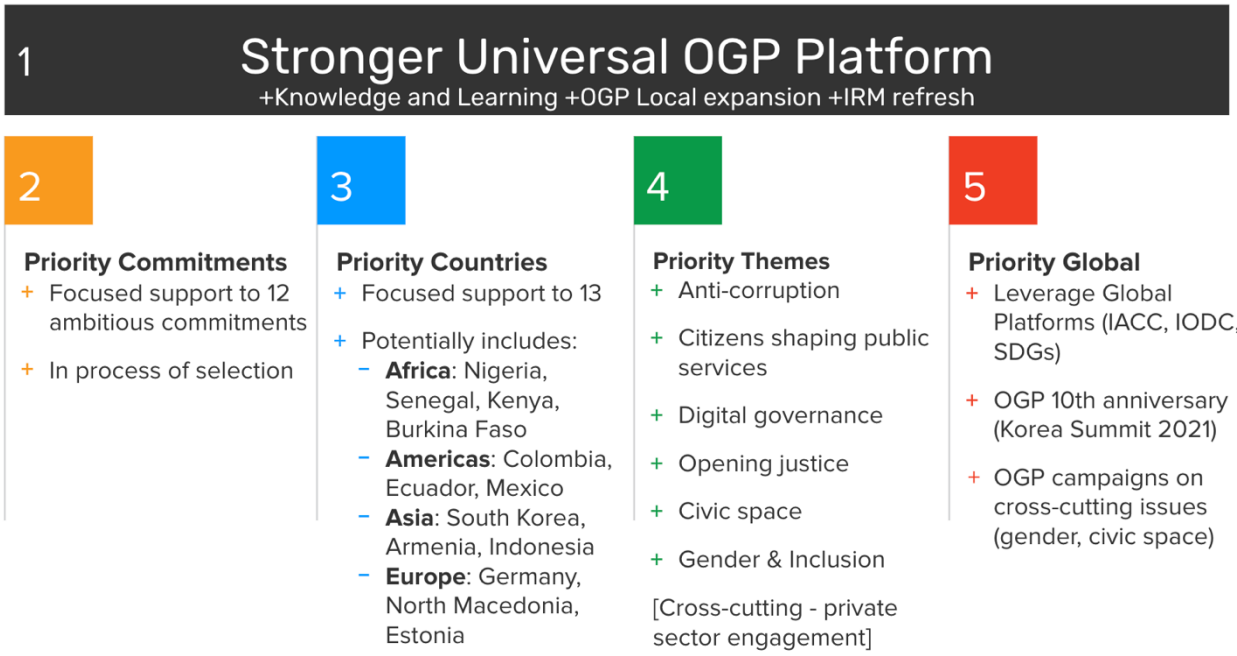
1. **Commitments**: Ambitious open government reforms that empower citizens to shape and oversee government are credibly implemented.
2. **Countries**: Bright light countries role model values such as government-civil society cooperation, inclusion and civic space, and advance a holistic open government agenda.
3. **Themes**: Policies that empower citizens to shape and oversee government are advanced across multiple countries, creating new global open government norms and principles.
4. **Global**: Open government issues have a stronger presence on the global stage, including in global governance fora and frameworks.

These Collective Results can only be delivered through a true partnership-wide effort, including the government and civil society reformers using OGP at the national/local level, OGP's strategic partners, the Steering Committee, and the Support Unit and IRM.

We will achieve the Collective Results through five strategic, complementary approaches. Compared to prior years, these approaches involve more deliberate prioritization of the Support

Unit/IRM's contributions, focusing on areas where we see clear strategic and political opportunities for change, the existence of reform champions, and energy and action from partners.

DIAGRAM # 1: Five Strategic, Complementary Approaches



Strategic Approach # 1: A stronger universal OGP platform supports reformers to advance open government in their context. Over the next three years, OGP will aim to offer a stronger platform for all 78 national members and a growing contingent of locals to access resources, tools, guidance and peer inspiration on what it means to be an open government and how citizens can play an active role in shaping and overseeing government. Civil society and government reformers in any OGP country should be able to—with little bespoke support—use their countries OGP membership to design and implement better action plans that reflect citizen priorities. The Support Unit will focus on building a knowledge and learning hub, the implementation of an expanded OGP Local strategy and the refresh of the IRM.

Strategic Approach # 2: Priority commitments deliver results for citizens. Some of the most transformative commitments that have the potential to have tangible benefits for citizens should be credibly implemented. In 12 priority commitments, OGP will support reformers to form effective coalitions for change, armed with the necessary political

backing, inspiration from peer countries, technical knowledge and resources to implement ambitious open government reforms using the OGP platform.

Strategic Approach # 3: Priority countries become "Bright Spot" countries. OGP countries should role model open government and act as exemplars of the partnership, or "bright spots". Through intensive support from OGP in 12 priority countries, these countries should maintain political commitment to open government, demonstrate inclusive co-creation, produce ambitious action plans, and credibly implement their most transformative commitments.

Strategic Approach # 4: Priority thematic areas see greater ambition and implementation. Key policy areas that can change the status quo should see greater uptake through action plans and advance the global movement in that area. The OGP Support Unit will work with partners and members in 3-4 priority thematic areas to support cross-country coalitions to co-create principles on advancing the thematic reform agenda, encourage uptake through Action Plans and participate in co-creating global norms.

Strategic Approach # 5: Priority global advocacy strategies spur country action. The OGP Support Unit will design global advocacy strategies to advance country-level action that advances openness and democracy. Through global and regional events, leveraging global platforms, stronger political leadership and smart use of campaigns, we will showcase the work of reformers and champions at a global stage to inspire more concrete progress from other OGP members.

OGPs Theory of Change

OGP's theory of change has also evolved, reflecting what we have learned so far on how change happens, and the continually shifting geopolitical landscape. A draft of our thinking on our Theory of Change is included in the Annex.

2. Strategic Approaches

Universal Platform

Overview

OGP's model and philosophy is rooted in country ownership, the idea that in any country the people who are trying to open up their government should be able to use the spaces and support OGP creates both domestically and internationally to advance their goals. The domestic OGP process is designed to create space for reformers in government and civil society in any OGP member to come together and work out how to solve relevant governance challenges. The international OGP network provides a space to share lessons and innovations of how those governance challenges were tackled with peers and to learn from others.

In its first eight years, OGP's governance architecture has matured from a situation where many countries joined the partnership with no clear understanding of what was required, and little guidance, to a comprehensive set of rules of the game and support materials. This support offer has helped government and civil society to use their country's OGP membership more effectively, for example through codifying innovations and best practice into OGP handbooks on topics such as co-creation that can then be adapted to the local context. The accountability and learning in OGP has also evolved, with the IRM now producing two reports on each OGP action plan, and a significant amount of peer learning and exchange taking place, including through regional and global events. The OGP Support Unit works with every OGP member to guide them through the action planning process, and acts as a broker and connector to peers and partners.

In the next three years we will aim to enhance these services to better support reformers to use OGP in their countries to co-create and implement ambitious open government reforms. This means all OGP members being able to access resources, tools, guidance and peer inspiration on how to design and implement better action plans. To achieve this, OGP will become a much stronger knowledge and learning hub on innovations in open government, the IRM will enhance its effectiveness at the country and local level for our core users, the OGP local programme will be expanded to be much more inclusive, and some changes to the OGP's core rules of the game related to the action plan cycle will be piloted.

Priorities

There are many elements and resources that go into running the OGP platform. Over the next three years we will focus on a set of high impact areas which we think can best support open government reformers around the world.

One of the most valuable universal services to OGP members is the **Independent Reporting Mechanism** (IRM). Currently the IRM produces two reports per action plan cycle for every OGP member. These reports are intended to be used for learning purposes as part of a constant iterative improvement within open government co-creation and implementation processes, and

for accountability over whether commitments made through OGP plans were implemented or not. The IRM has now produced over 350 of these reports, but there is potential for the mechanism to have more impact. Over the next three years, the IRM will make changes to its model so that IRM data, inputs and products are more timely, their findings are more widely used and disseminated, and the recommendations focus on the most transformative parts of action plans and their most meaningful results.

The IRM reports are one of the key inputs into a concerted effort toward making OGP a much stronger **knowledge and learning hub**. Users have told us they need better data about progress on priority policies, need better guidance on how to co-create and implement action plans, muster evidence for open government reforms and tell better stories of inspiration and innovation. To do that we will bring together publications, webinars, the website and other tools into a coherent learning agenda for the partnership to make OGP a home of knowledge, innovation, stories, and evidence on open government reforms. This will include integrating ongoing learning activities, such as the multi-country review of how reformers in government and civil society are using OGP in their contexts to sustain open government efforts. We will also experiment with online courses, for example in 2020 we will run a course on how to do co-creation well aimed at the OGP Local community. Finally, we will continue to expand OGP's story-telling ability, to try and broaden the audience for some of the inspirational reforms that are taking place.

A key aspect of strengthening the universal platform over the next three years will include a **roll out of an ambitious Local strategy** to support an increasing number of local members (governments and civil society) affiliating directly with OGP, and national governments and civil society working to promote national-local collaboration on open government. Support to stakeholders will take the form of a group-based onboarding and ongoing learning program, a mentorship program and peer-to-peer support. Consequently, the quality of universal services available to support the delivery of the new strategy will be crucial for its success.

As OGP approaches its 10th anniversary in 2021, and some members enter their fourth of fifth OGP planning cycle, OGP will **finetune and strengthen rules and mechanisms** to safeguard OGP values and processes while encouraging increased innovation and ambition across the partnership.

For example, some countries are experimenting with longer term open government strategies in an attempt to sustain reforms over a longer period of time than a two-year action plan cycle.

Across OGP we will also review whether the basic **rules of the game** are a good fit as members enter their fourth of fifth OGP planning cycle.

Roles

All partners within OGP have a role to play in achieving these priority results, beyond the general involvement described above (under “Many partners, one OGP”). In particular:

Country stakeholders

- Advise and collaborate on all decisions about how to improve the OGP platform, such as the IRM review and the local strategy .

Steering Committee

- Guide the process of the IRM review and roll out of OGP’s local strategy.
- Recruit strong new local participants.
- Rethink how OGP’s rules of the game could evolve— an important discussion for the Criteria and Standards subcommittee in the next 1-2 years.

Strategic partners

- Support the roll out of the new OGP local strategy and engage directly with local members.
- Support OGP members through knowledge and learning hub with courses, webinars, and stories and examples of inspiring open government reforms.

Support Unit and IRM

- Consult the partnership, design, and implement changes resulting from the IRM review.
- Fundraise and strengthen staffing to help implement the OGP local strategy.
- Engage strategic partners specializing in local open government.
- Develop knowledge and learning offerings to become the go-to place for innovations and evidence on open government.

Priority Commitments

Overview

Since OGP’s launch in 2011, participating countries and locals have produced over 4,000 commitments, of which approximately 55% have been completed. In a typical action plan, 1 in 5 commitments have been found to be ambitious and credibly implemented and/or demonstrated a major change in practice by OGP’s Independent Reporting Mechanism. For OGP to remain

relevant as a credible delivery and implementation platform for open government reforms, there is a need to clearly demonstrate how it results in, or contributes to, the acceleration of ambitious reforms with clear results.

Over a three year period, in addition to the universal support available to all members in designing and implementing reforms, the OGP Support Unit, with inputs from the IRM, country stakeholders and partners) will select and support 2-3 priority reforms per region to ensure that they are credibly implemented as micro-examples of the potential of open government and the use of the OGP platform in achieving results. Advanced support will be provided as needed for the co-creation and implementation of these reforms and distilling lessons learned for the wider membership. Given the longer-term time horizon of many of these reforms, OGP's support will focus on specific areas and/or moments where OGP—including the Support Unit, Steering Committee and strategic partners—can provide a clear added value and demonstrate the potential of the OGP platform at the commitment level.

Support will be targeted towards ensuring that the responsible reformers are able to form effective coalitions for change at the level of individual open government reforms, and are equipped with the necessary political backing, inspiration from peer countries, technical knowledge and resources to implement ambitious open government reforms using the OGP platform. OGP (Support Unit, Steering Committee and strategic partners) will support priority commitments by brokering advanced services that provide the technical, political and financial support needed, focussing on partnerships, collaboration and coalition building as distinctive elements of implementation done 'the OGP way'.

Priorities

The OGP Support Unit will shortlist commitments to be prioritized using IRM data, Global Report insights and internal and external intelligence. For the shortlist it will undertake deep dives to better understand the opportunities and challenges associated with implementation and identify how additional support from OGP could help advance the commitment, specific types of support that might be needed to ensure implementation follows OGP principles, and who might be best positioned to provide support, before making a final selection.

Required criteria for selected commitments

- **An ambitious commitment or a commitment with potential, or a set of related commitments within a priority policy area** (from the 2019/2020 or 2020/2022 Action Plans). Look at commitments assessed as ambitious by the IRM, those that have shown

early results and performed well on the IRM's *Did It Open Government (DIOG)* assessment or commitment(s) where there is clearly demonstrated willingness and potential for greater ambition in the future..

- **Overlap with OGP's thematic and country priorities** (in 90% of the cases, priority commitments would either be in an OGP thematic priority area or in an OGP priority country, or both. Commitments that have the potential to advance good practice ('global norm') in a thematic area will be given additional consideration.
- **The existence of a strong ecosystem of partners** to support the commitment (e.g. funders, civil society, thematic partners).
- **Favorable authorizing environment**: There should be sufficient political commitment and commitment from implementing government agencies. There should be existing or potential financial resources to tap into for the work, including government budget.
- A clear value add of partnership-wide support 'the OGP way' (we can make a difference).

Additional considerations for selection

- The commitment sits in a broader ecosystem of reforms and partners (e.g. a platform to open up data links to ways to use that data or is a step in a longer set of reforms).
- The commitment has (the potential for) a specific civil society /citizen role in implementation or monitoring.
- There is a regular and fully functioning OGP multi-stakeholder forum (MSF) or regular spaces for dialogue between government and civil society on OGP.
- The selected commitment demonstrates how activities will promote gender equality, inclusiveness and enhance participation by marginalized groups, women's organizations and organizations representing vulnerable communities local/grassroots actors.
- A clear alignment of the open government reform with the country's development agenda.

The OGP Multi Donor Trust Fund will be an important resource to draw on for providing financial and technical support for the implementation of priority commitments. OGP will seek to identify additional resources to support this work for priority commitments not covered by the MDTF.

The initial set of priority commitments will include commitments that will be receiving support through the OGP Trust Fund implementation grants awarded in 2019. Additionally, 1-2 priority commitments will be identified from countries that are not covered by the Trust Fund. The three-year grant to OGP from the European Commission to support Eastern Partnership countries will also be used to identify and support 1-2 transformative commitments from those countries.

Every 6 months, an assessment will be undertaken to see if the list of priority commitments needs to be adjusted based on progress on the existing ones and changing contexts, and opportunities for adding new promising ones.

Commitments that have been selected for MDTF implementation support in 2019 and will be prioritized for support are:

Burkina Faso	Citizen Engagement	To enhance the citizen feedback system with the goal of sharing more and better information by policy makers and raising citizens' awareness on how government agencies respond to concerns that have been submitted through the national complaint tracking system.
Nigeria	Beneficial Ownership	To enhance transparency in Nigeria's business environment by creating a publicly accessible register of beneficial ownership that will contain information on ownership structures of companies in the country.
Sekondi Takoradi, Ghana	Public Service Delivery (Water and Sanitation)	To strengthen the model of collaboration between the Metropolitan Assembly and landlords to address sanitation challenges related to provision of household toilets in underserved communities.
Mongolia	Open Contracting	To boost timely and quality contract implementation, using a citizens' feedback system and government responsiveness to citizens' needs. The proposed project aims to improve transparency and effectiveness of monitoring mechanism for more efficient public resources management.
Panama	Open Contracting	To create capacities in different sectors of society on the regulation and use of www.panamaenobras.gob.pa, that increases demand for and use of information disclosed in the portal and leads to an overall increase in transparency and accountability with contracting entities of public infrastructure projects.

Roles

All partners within OGP have a role to play in achieving these priority results, beyond the general involvement described above (under “Many partners, one OGP”). Roles in the Priority Commitments area mirror those outlined in the prior section on Priority Countries.

Priority Countries

Overview

The core objective of OGP at the country (and local level) is to support reformers - primarily domestic government and civil society - to co-create and implement ambitious open government reforms. This support is a collective effort, involving thematic and multilateral partners, bilateral and foundation funders, ambassadors and envoys, Steering Committee members, and the Support Unit and IRM complementing efforts of in-country stakeholders.

At the heart of the domestic OGP mechanism is the action planning process. The 78 national OGP processes, and a growing number of local and parliamentary processes, taking place across the globe, have produced mixed results to date. Two-thirds of OGP countries have an active forum where that bring together governments and civil society in an action-oriented dialogue to agree on open government priorities to pursue through action plans. According to our annual survey 62% of civil society respondents reported that the majority or all of their key priorities were reflected in their country’s OGP plan. At the same time, we have seen a breakdown in trust and partnership in some places, including in the cases brought forward in OGP’s Response Policy and a few cases of countries exiting or at the risk of exiting the partnership due to inactivity.

The key challenge for OGP is to ensure that the quality, depth and inclusion of the dialogue and partnership in OGP countries and locals improves and leads to the delivery and credible implementation of ambitious reforms. To get there, OGP members will require varying intensity of support depending on the context, needs and opportunities for the advancement of open government. The demand for support, but also the complexity, diversity and depth has grown significantly. Over the years, the partnership has continued to innovate how best to support the domestic dynamic, for example by introducing a strong thematic program or through the multi-donor trust fund. The services provided by the OGP Support Unit and IRM have evolved to being more advanced, strategic and political over time, often complemented by or jointly delivered with partners.

In addition to strengthening the support provided through the Universal Platform, OGP will provide intensive, advanced support to a subset of OGP countries, where substantial political,

strategic and thematic opportunities exist for the countries to step up and inspire others and/or emerge as credible “bright spot” champions for democracy and open government, and where targeted, advanced support from OGP can provide a clear added-value to ongoing efforts to have a demonstration effect of results that are achievable through intensive support (see Addendum for examples of intensive or advanced services that may be deployed) The approach and outcomes of services provided for priority countries will also be documented and codified for use by all OGP members and partners, contributing to the objective of strengthening the support provided through the Universal Platform.

Priorities

The OGP Support Unit will prioritize countries based on the following set of criteria and considerations:

- Level of political will/capital and level of civil society engagement
- Potential for the country to provide thematic ambition and to play a global leadership role
- Resources and ecosystem of partners available to support OGP efforts in the country.
- OGP’s stability and sustainability in the country
- Ability for OGP (Support Unit) to make a difference in the country by providing advanced services
- The country passed OGP’s Values Check
- The ability of the country to inspire and/or influence other countries
- Alignment with funding opportunities (including the MDTF and other funding support available to OGP)

The number of countries that will prioritized at a time will be a factor of both opportunities and the capacity of the Support Unit, Steering Committee and partners to provide or mobilize intensive, advanced support.

Strategies will be developed for each priority country based on internal and external consultations and will guide activities that are supported, facilitated or led by the OGP Support Unit, in collaboration with partners. The strategies will specify objectives for the country over the three-year period and identify key policy issues and specific areas of the action plan cycle that will receive advanced support from the OGP Support Unit (across different teams within the Support Unit), Steering Committee, OGP Ambassadors and Envoys, or strategic partners. The strategies will elaborate on specific activities to help meet the objectives, with substantial time and resources dedicated to these activities. OGP will aim to work in close coordination with partners and funders to align support.

Two illustrative examples of priority countries are Armenia and Kenya.

In Armenia which has emerged as a potential bright spot for democracy and civic space since the Velvet Revolution in 2018, OGP is working with country stakeholders to position the OGP platform as an implementation mechanism for delivering on the government's commitment to democratic transformation, anti-corruption, building independent institutions and delivering responsive public services. We will continue to broker technical and financial support for implementation of their commitments on beneficial ownership transparency and public services through the OGP Trust Fund, thematic and development partners, and encourage Armenia to take an active leadership role in OGP's Beneficial Ownership Leadership Group; engage the legislature, judiciary and local governments to participate in the national action plan process in an effort to promote an open state approach; provide advanced co-creation and implementation support to future action plan cycles with support from the European Commission; and continue to engage at the highest levels of government - including at OGP events - to maintain political support for open government reforms.

In Kenya, where the government has indicated a willingness and commitment to step up as a regional leader in open government, we will work with stakeholders to further strengthen their domestic leadership on thematic priorities including beneficial ownership, open contracting and public services, providing advanced technical support through partners and engaging the parliament for the required legislative action to advance implementation. We will continue to work with partners such as Hivos, Article 19 and others in broadening the base of civil society actors and public institutions engaged in the OGP process, and support deepening ongoing efforts to promote national-local collaboration open government. Finally, we will broker and support engagement between Kenya and other African countries (including Ghana, Sierra Leona, Seychelles amongst others) to build high level political support for open government and OGP in the region, including support to non-member countries to join or become eligible to join OGP, and collaborate with partner initiatives such as the African Peer Review Mechanism in doing so.

Acknowledging that country contexts are not static and that a number of internal or external developments can significantly change the potential for the open government agenda to advance countries, priority country strategies will be living documents that will be updated regularly to reflect current realities. Countries may be deprioritized and new countries added to the list based on changes in context that affect OGP's ability to add value by prioritizing support.

Roles

All partners within OGP have a role to play in achieving these priority results, beyond the general involvement described above (under “Many partners, one OGP”). In particular:

Country stakeholders

- Continuously improve the quality, depth and inclusion of the OGP dialogue and partnership
- Forge stronger reform coalitions to support the adoption and credible implementation of ambitious action plans that produce tangible results for citizens
- Share innovations and good practices with their peers
- Leverage the OGP platform for accessing different types of support for advancing their open government goals .

Steering Committee

- Lead by example and actively support (priority) countries in various ways (e.g. diplomatically, financially, technically).
- Address weak political commitment to the agenda by opening political doors for deeper engagement in specific countries and serve as key resources to inspire cabinets and civil society.

Strategic partners

- Provide expertise, strategic thinking, specialized facilitators, and financial support to priority countries.

Support Unit and IRM

- Coordinate and provide advanced support to country stakeholders coming from different parts of the partnership (e.g. different teams in the Support Unit, the OGP Trust Fund, the IRM, the Steering Committee, OGP Ambassadors and Envoys, and strategic partners).

Priority Themes

Overview

While OGP commitments cut across over 50 thematic sectors and will continue to be used for a wide variety of policy goals, a few areas have emerged as key based on trends we are seeing in data, country uptake, and global momentum. These include policy areas that have both: a) progressed quickly and are showing results; and also b) hold untapped potential for impact.

The partnership will play a more active role on vital topics where we can add the greatest value. At the country level, the focus will be on promoting greater ambition and more effective implementation of reforms on these priority themes. At the cross-country level, we will advance peer learning, as well as inspirational and cross-stakeholder dialogue in support of emerging principles and global norms. To achieve these, we will build and strengthen partnerships for implementation, provide timely research on trends in OGP and the wider community, forge and support domestic coalitions on target reforms, and coordinate global coalitions of governments, civil society, and other partners on priority themes.

Priority themes: Illustrative examples

As part of the 3YP, in at least 3-5 priority themes, the Support Unit work with partners and members to support a cross-country coalition to co-create principles on advancing the thematic reform agenda, and at least a core group of countries to show uptake through Action Plans and participate in co-creating global norms. Over the three years, the Support Unit will continue to track key policy trends to gauge where open government approaches can benefit ongoing policy efforts, and be agile in prioritizing them as partners and countries need our support.

For themes where there is a robust base of an existing coalition of champions, a growing number of countries implementing reforms, existing standards and norms that indicate ambition, or a more developed understanding of open government approaches to advance the theme, OGP will play a supporting role for partners and implementing members. For instance, OGP will continue to invest in our work – and be guided by strategic priorities devised by partners, and members working on access to information, fiscal openness (including partners like IBP, GIFT), extractives (including partners like EITI, NRGI, PWYP), open contracting (including partners like OCP, Hivos, B Team). For themes that may have a relatively emerging set of norms and standards, coalitions, partners in the OGP community, and application of open government approaches, OGP SU and SC will devote more time, resources, and capacity.

For instance, we are seeing open government approaches to tackling corruption through commitments on **beneficial ownership transparency,** such as UK's 2013 commitment to a public register of company ownership after campaigning from Global Witness and others. There are now over 20 countries that have commitments on this theme, as part of a growing number of members looking to tackle anonymous companies (including on specific sectors like extractives and to progress on the EITI standard) using OGP. Over the last 2 years, this theme has the highest percentage of starred commitments based on IRM analysis. Any policy approach to tackle anonymous companies must link to a broader anti-corruption strategy that takes into account systemic political gaps that fuel illicit money flows, as well as opaque structures that they are

hidden behind. For instance, shell companies often bid for lucrative public contracts promoting misuse of public money. Bribes paid to win public contracts and licences or public officials who want to hide their assets, often end up being parked outside of the country where they were stolen. Going forward, OGP will continue to support countries initiating reforms that go beyond just establishing a register, to establishing public and open registers, to strengthen their verification systems, and to pave the way for use (such as linking to procurement and licensing systems). OGP also supported the launch of the Beneficial Ownership Leadership Group, in collaboration with the UK Government and OpenOwnership to support a group of early adopters who would identify shared principles from their context-specific implementation, towards a global norm.

Commitments in **justice** were part of Action Plans from the early years of the Partnership with countries and civil society partners leveraging OGP to open up justice systems and improve access to justice for marginalized communities. OGP members are also using justice commitments to help make progress towards the SDGs. Going forward, OGP will support more commitments that strengthen the transparency and openness of judicial institutions, that improve participation in the justice system by expanding access to and quality of legal aid, and other linked goals such as Goal 13 to advance climate justice. Justice commitments in OGP have grown over time, with notable ones on access to justice in North Macedonia for example and open justice in Buenos Aires, Argentina. These commitments also reflect how open government approaches can be a strategic tool to help with implementation of SDG16+, and the opportunity for OGP platform to be the mechanism linking global commitments to national implementation. Given the momentum created by the global movement on justice led by partners such as the Pathfinders for Peaceful, Just and Inclusive Societies and the framework of SDG16+, as well as the leadership of the Government of Argentina and Robin Hodess from whom this is a priority, there is space for more ambitious justice commitments that are more closely aligned with the people-centered approach of SDG16+ within OGP Action Plans.

We are also seeing **citizens empowered to participate and shape policies and services** that impact their lives. For example, in Uruguay government conducted intensive consultations with citizens to enable their input into a new National Water Plan, and in Kaduna's state's Eyes and Ears project, citizens upload photos and feedback on public service projects, information that is directly communicated to the Governor. Reflecting the importance of this theme to OGP stakeholders, 19% of OGP commitments – the highest number for any theme within OGP – address public services issues. However, while a growing number include civic participation mechanisms, only a small number of commitments incorporate forms of accountability. Going forward, OGP will support more commitments on participatory and social accountability

mechanisms to monitor public services. There is potential to deepen this in OGP, including through OGP's new Local strategy.

OGP members have begun using their OGP action plans to initiate policy reform on the areas of **digital governance**, more specifically on intersecting digital policy with transparency, accountability, and participatory approaches to create policy architecture for how governments use digital systems to interact with citizens. We are seeing new approaches to digital governance, such as France and New Zealand committing to improving the accountability of government use of algorithms that impact our lives, or Canada committing to strengthen electoral laws to increase transparency around how Canadians are targeted by traditional and online advertising. Going forward, OGP will support more commitments that go beyond just transparency to accountability of automated decision-making systems, and participation of key stakeholders affected by this system. Additionally, OGP will provide the anchor to co-create an inclusive set of policy frameworks on digital governance, using the open government lens. Both the current and incoming Co-Chairs have indicated their support for this work, including to build key partnerships and a coalition of a diverse group of governments discussing key principles governing policy frameworks on this topic.

Two themes that will continue to remain cross-cutting priorities are **civic space** and **gender**. Even beyond supporting uptake in Action Plans, the Support Unit (SU) and Steering Committee (SC) will work to promote these through the OGP co-creation processes, governance of the Partnership, and global advocacy moments. The Co-Chairs have designated both themes as key priorities to continue across Co-Chair transitions, and the Government of South Korea has specifically highlighted support for civic space during their Co-Chair year. OGP will work with partners to identify civic space champions through global advocacy initiatives, support commitments that advance civic freedoms frameworks as well as reinforce the space that civil society has at policymaking tables. Though OGP action plans have a lot of untapped potential to be leveraged for civic space commitments, data shows that about 10% of these commitments are currently specific and measurable, have transformative potential impact, and are substantially / completely implemented.

OGP's work on gender will build on the advances made through the Break the Roles campaign and launch of the gender coalition in Ottawa. Since then efforts such as gender mainstreaming of Italy's Action Plan or Sierra Leone's commitment to use the gender lens to strengthen the data and access to information implementation ecosystem have shown the potential to work with partners to scale efforts to promote open government and gender reforms.

Roles

All partners within OGP have a role to play in achieving these priority results, beyond the general involvement described above (under “Many partners, one OGP”). In particular:

Country stakeholders

- Use the OGP’s action planning process and global platform to advance key thematic issues.
- Ensure that relevant government agencies, diverse groups of civil society and experts are included in the domestic co-creation processes. In our work the SU and SC seek to complement rather than duplicate the work of our partners and community. The OGP SU and SC will work to to leverage across thematic areas, including but not only limited to priority themes.

Steering Committee

- Provide strategic direction and oversight on ambition and implementation of thematic reforms, through the Thematic Leadership Subcommittee and the Governance and Leadership Subcommittee .

Strategic partners

- Highlight potential entry points for thematic support in OGP countries and locals.
- Support advocacy; participate in action planning processes; provide technical support for co-creation, commitment drafting, or implementation; share thought leadership; support strategic coordination around implementation of standards; provide research support; and coordinate with the SU around global advocacy moments, among others.
- Multi-Donor Trust Fund: Continue supporting strategic partners and consortiums to advance peer learning and thematic engagement, support future gaps and needs that emerge on priority themes, and provide targeted support to action planning and implementation in priority themes.

Support Unit and IRM

- Assess trends in priority themes and demand for support.
- Elevate ongoing advocacy on thematic priorities.
- Mobilize strategic partners and others to support country stakeholders in making and implementing commitments in thematic priorities.
- Provide analytical deep dives into thematic priorities.

- Anchor and coordinate coalitions (such as the Beneficial Ownership Leaders Group or the OGP coalition on justice) where there is demand for cross-stakeholder and cross-country learning.
- Support linking announcements made at global forums into country action. At platforms like the SDGs or for forums like IACC, OGP Action Plans could become the space to discuss announcements with civil society and embed them for accountability on implementation. Similarly, for initiatives like the OECD Observatory on Civic Space or Reporters Without Borders Forum on Information and Democracy, OGP Action Plans could be the space to translate recommendations into concrete reform commitments.

Priority Global Advocacy

Overview

OGP has an important role to play on the global stage promoting the value of open government and democracy, and providing an important bridge between international frameworks and national implementation. This is a vital role given the current geopolitical context, when democracies have been backsliding and citizens in many parts of the world have been protesting against corruption and state capture. The OGP community of leaders in civil society and government can be a powerful voice defending values that are increasingly under attack, such as openness and democracy. It is vital we focus our attention on rebuilding high level political support for OGP's core values, such as civic space and inclusion.

OGP's advocacy is grounded in the examples and stories of open government delivering change for citizens, and those will help to meet the following objectives over the next three years:

- OGP advocacy and campaigns can inspire countries to commit to new reforms, on topics such as gender equality and civic space.
- OGP can influence places where policy is made related to open government, such as within the SDGs, the G20, and thematically orientated spaces such as the IACC and IODC. It can do this by providing concrete examples of reforms tackling the challenges being discussed, and it can ensure that when global agreements are made there is follow through and accountability for implementation via the action plan process.
- OGP can become a stronger community of champions to advocate for open government values and build political support for those values

Importantly, these objectives add up to a larger goal -- one that places OGP at the forefront of the movement to create more open democratic governments. It also allows us to capture a global

moment - one where there is a record number of people on the streets calling on governments to be open, do better and to act in a way that serves the interest of its citizens, not itself.

Outlined below are the priorities specifically designed to achieve these objectives and, critically, the larger global goal. The strategies are intended to work together over the next three years, building both a powerful OGP brand and a strong narrative of progress as we move towards OGP 's 10th anniversary in 2021.

Priorities

Currently, OGP's narrative is focused on democracy beyond the ballot box. This is focused on the role of citizens in participating, shaping and overseeing their governments. Over the next three years we will continue to **evolve this narrative**, so that it offers a compelling and practical vision for improving democracy.

Over the next three years OGP will ensure its **global and regional events** are as action-forcing and relevant as possible to the open government community. We are currently undertaking an external review of our events to understand what the community values most from OGP events and where we should be innovating. In 2020, we intend to focus on regional meetings and more targeted thematic events aimed at building coalitions across government and civil society in different policy areas.

The **2021 OGP Global Summit in Seoul** will be a major moment for OGP, across all of our Collective Results areas. Historically, OGP Summits provide an important opportunity to convene and influence high level stakeholders, including key ministers, civil society leaders, and importantly heads of state. At this Summit, we will highlight the progress of OGP in its first decade, and set forth a vision for the future.

We will also continue to host small-scale **thematic or regional leadership convenings**, such as the 2018 Open Government Champions Convening in Bellagio, Italy and the 2017 Beneficial Ownership Workshop in Bratislava, Slovakia. These events will bring together current and potential open government leaders to discuss strategies and innovations for advancing open government and strengthening OGP as a platform for systematic change. Going beyond peer learning, the goal of these events is to create cross-country coalitions around priority themes to deliver more ambitious reforms through OGP, thereby strengthening the Partnership regionally and globally.

OGP plans to increasingly leverage **strategic global platforms and frameworks** to further establish OGP as a delivery mechanism for action on priority themes at the country level, and to showcase country-level progress at the global level. These include the Sustainable Development Goals, the G20, and thematically orientated spaces such as the IACC and IODC.

In 2019, OGP launched "Break the Roles," a **global campaign** designed to raise awareness and promote action on the link between open government and gender equality, a cross-cutting OGP theme. "Break the Roles" reached its goal to have 30 percent of OGP members take an action relevant to gender, such as hosting an inclusion-themed consultation, adopting a gender commitment, or examining other reforms through a gender lens. The campaign combined the strengths of several OGP teams, including a strong social media strategy, informed policy guidance, and new research. This campaign will continue through 2021 as we seek to deepen the country-level impact and our work with partners, especially Open Heroines.

"Break the Roles" will be used to develop a **second global campaign focused on civic space**, OGP's other cross-cutting theme. The campaign will bring together governments who can and should be vocal champions of civic space with civil society leaders who have been advocating for action. It is also an area where we have new partnerships with the OECD Civic Space Observatory, Reporters Without Borders, and are developing with additional organizations.

OGP has produced more than 40 stories showcasing the roles of citizens in open government on the **CitizENGAGE** platform. From municipal councils in Paraguay to participatory budgeting in Madrid, OGP has captured voices across policy areas and regions. This work will be reinvigorated starting in 2020 with a strategic focus on telling stories with a protagonist, point, and a purpose - that of supporting key work in priority commitments and countries. We will also deploy a more nimble and cost-effective approach to story collection to increase the numbers of stories we can tell. Stories will be translated into local language increase regional engagement.

We will also host our third annual **Open Gov Week on May 3 -10, 2020.** In 2019, more than 50 countries held over 700 events, and nearly 100 percent of Steering Committee members held activities. For 2020 and beyond we will focus on supporting events in priority countries and engaging a broader range of partners.

Beginning in 2020 we will re-launch the **OGP Awards** as a way to acknowledge open government reforms and reformers and inspire others to follow suit by showcasing promising commitments and stories.

Strong **political leadership and robust governance structures** are a key component of our global advocacy efforts to help raise the global profile and position of OGP, open political doors, help establish coalitions, and enable the overall successful functioning of the Partnership. In addition to the existing OGP Ambassadors and Envoys, there is a growing cadre of influential OGP leaders and allies whose experiences and connections can be leveraged to help broaden the reach and deepen the impact of the open government movement. Underpinning these priorities is the role of the OGP Steering Committee which in addition to being global advocates for OGP, it plays a leadership role across all priorities of the 3YP including on leading by example and raising the bar in their domestic OGP processes, advancing thematic priorities, engaging in peer exchange, and establishing and overseeing robust governance processes to safeguard OGP's values and procedures.

In the coming year, OGP will launch a **revamped Ambassadors and Envoys strategy** to continue to open political doors for OGP. OGP will also unveil a **new OGP leaders network** focused on teams within governments who are working with civil society on reforms that are at the cutting edge of open government innovation . Our goal is to complement the already strong civil society thematic leadership in OGP, with a concerted effort to promote cross-sector leadership.

A final key priority to help bolster the political leadership and governance of OGP will be the recruitment of governments and civil society leaders to **join the Steering Committee**, and the strategic engagement and support for the leadership body to advance the priorities set out in the 3YP. Reformers who have an established track record of leading by example will be encouraged to take on this global leadership role by running for election.

Roles

All partners within OGP have a role to play in achieving these priority results, beyond the general involvement described above (under "Many partners, one OGP"). In particular:

Country stakeholders

- Use OGP to integrate their country's commitments across international frameworks, such as the SDGs, to broaden the coalition of actors using OGP and increase its relevance across government and civil society. This approach brings the added benefit of civil society engagement and independent monitoring.
- With help from the Support Unit, showcase success on the global stage.
- Ensure that OGP global campaigns are driven by government and civil society leaders at the country/local-level and help to lead to more ambitious reforms.

Steering Committee

- Participate in Open Gov Week and host some of OGP's biggest events .
- Help shift the incentives of events towards more action forcing or coalition building.
- Strengthen and elevate OGP's positioning on relevant global platforms like the SDGs, or link to global audiences that OGP doesn't typically engage with (eg private sector)
- Promote campaigns on core OGP values, such as inclusion and civic space, by speaking at global fora, domestic events, and helping attract media attention.

Strategic partners

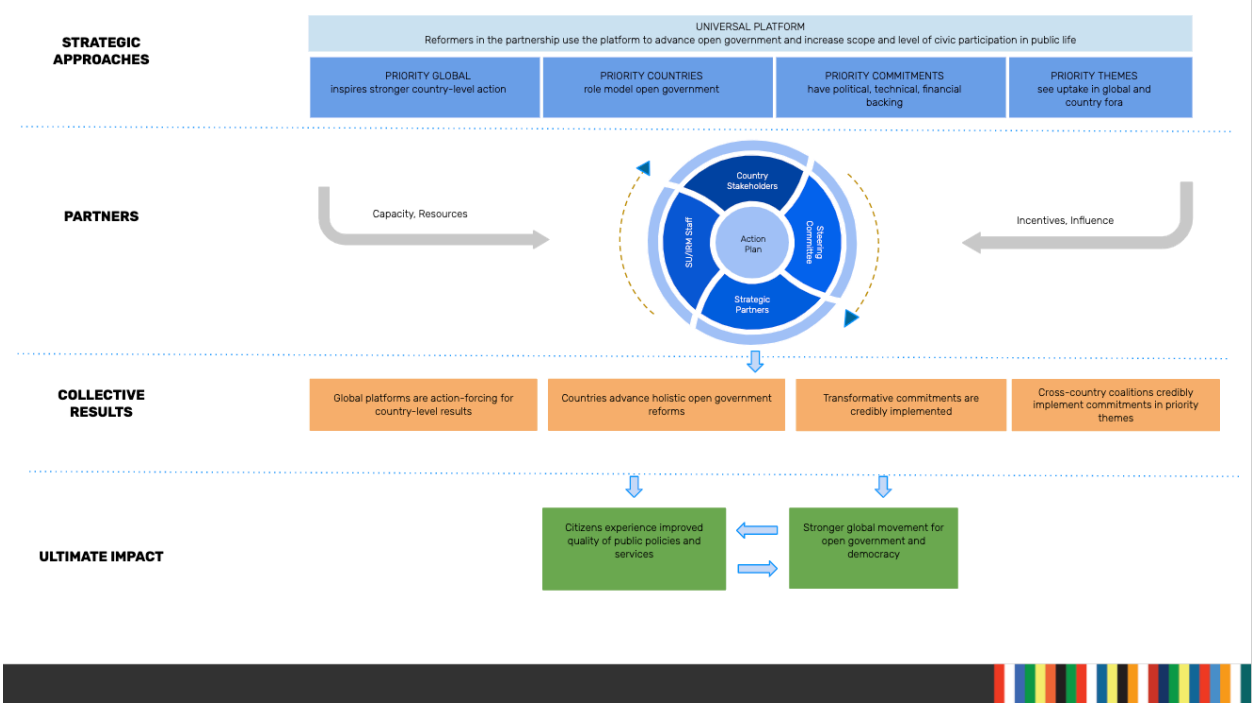
- Play central role in campaigns, working closely with the Support Unit on campaign design, messaging, and implementation.
- Help identify thematic leaders for the new OGP Leaders Initiative.

Support Unit and IRM

- Convene key civic space partners and lead the effort in shaping and creating resources to enhance the global civic space campaign.
- Recruit, support, and deploy Steering Committee Members and other OGP leaders to serve as inspiring amplifiers of the global advocacy agenda.
- Ensure the 2021 Global Summit and other events provide platforms and space for open dialogue and high-level political engagement on civic space and other priority themes.

Annex: [DRAFT] Theory of Change

Draft TOC diagram - see here for readable version



OGP's Theory of Change (ToC) brings together different elements of our strategy, and shows how they affect the impacts we seek to have on the world. It articulates key approaches of the Support Unit and the IRM, the change we want to see over the medium (3 years) and long terms, and the preconditions that underlie the change process. The ToC is not a finite, bounded set of ideas on how we want to affect change, but is a living process that we adapt and refine over time as we learn from our experiences.

Pathways to Change

Enacting OGP's vision requires achieving two ultimate impacts. First, the partnership must lead to impacts at a level that citizens experience, whether through improved services, reduced corruption or more efficient government; openness in the abstract means little if it fails to improve people's lives. And second, OGP must contribute to building a stronger global movement for open government and democracy, that is able to stand up for open government values and principles, whilst being a countervailing force against against efforts to undermine them. These two impacts are also interrelated: improvements in public policies and services that come about through increased transparency and civic participation make a stronger case for democracy and civic participation in public life, creating a stronger global movement.

This creates the potential for a virtuous cycle, but one that cannot happen on its own, especially in the face of emboldened authoritarian actors, pervasive corruption and resistance to reforms. To help organize ourselves better towards achieving this level of impact, we outline four sets of Collective Results we want to achieve over the course of the next three years. We want our contributions to lead to a set of results, including more citizens shaping and overseeing policy, action-forcing global platforms, more credibly implemented commitments in key thematic areas, and more inspiring action from potential leaders of open government. These Collective Results are not mutually exclusive. In fact, they are intentionally connected: priority commitments may be implemented in priority countries, or may be aligned with a priority theme. Therefore, many of the Support Unit's activities serve multiple Collective Results areas.

Pre-conditions

OGP currently has 78 national members and a growing contingent of local members. The ToC will apply slightly different depending on the country or local context OGP is operating in. Opening government is messy, and rarely linear. However our experiences and evidence to date have guided us to believe that open government reforms can be successful and sustainable when some key conditions exist:

Accountability actors and processes:

- Oversight institutions such as parliaments, judiciary and audit institutions are able to hold the government accountable
- A functioning, representative civil society is able and willing to hold the government accountable
- There is enough political and civic space for civil society organizations and media to operate freely

Government responsiveness:

- International and domestic platforms provide the right political incentives for action and for government to respond to demands of accountability actors
- Government reformers have the political backing, technical expertise and financial resources to design and implement reforms

Our approach

In countries where most of these preconditions hold true, OGP can hope for greater likelihood of the success of open government reforms. However, we also recognize that in a partnership of

this scale, there are countries that do not have many of these preconditions. Among these perhaps the most existential threat comes from the closing of civic space around the world, and to some extent in OGP countries as well. Our approach is to ensure first and foremost, that countries within the partnership do not regress on civic space values, and secondly to work towards increasing the level and scope of civic participation in public life in OGP member countries relative to the world. This is a condition sine qua non for OGP without which we cannot maintain the integrity of the partnership and create the space for deeper, more transformative change to take place.

Through the following five strategic approaches, we work towards the protection of civic space and civic participation in public life. We leverage conditions where the accountability ecosystem and government responsiveness are strong, or try to influence the policy and practice of accountability and government responsiveness:

Universal Platform: OGP's platform provides access to resources, tools, guidance and peer inspiration on what it means to be an open government and how citizens can play an active role in shaping and overseeing government. The platform is available to ALL members to encourage the adoption of principles and practice of open government.

We also recognize that while the platform is available to all members, we need to identify positive deviants and invest greater time, resources and services at the domestic and international levels to ensure that the most transformative open government reforms come to fruition. Where we see clear strategic and political opportunities for change, the existence of positive deviants and energy and action from partners to support them, we organize our actions through an exercise of prioritization at four levels:

Global Advocacy: Through targeted campaigns, convenings and advocacy we try to shape the broader political dynamics, ideas and norms around open government, and incentivize country-level action.

Priority Themes: We build cross-country coalitions and advance the reform agenda on thematic areas that have the potential to fundamentally change the social contract between government and its citizens, such as anti corruption, public service delivery, digital governance, justice, civic space and gender.

Priority Countries: We build trust, relationships and coalitions between government and non-government actors, which can be critical to advance open government reforms at the country

level. Based on unique country contexts, we work intensively in countries maintain political commitment to open government, demonstrate inclusive co-creation, produce ambitious action plans, and credibly implement their most transformative commitments.

Priority Commitments: In some of the most transformative commitments that have the potential to have tangible benefits for citizens OGP provides intensive support to reformers to form effective coalitions for change, armed with the necessary political backing, inspiration from peer countries, technical knowledge and resources to implement ambitious open government reforms.

Many Partners, One OGP

OGP seeks to live up to its name as a partnership. The many governments, organizations, and actors involved with OGP are not simply stakeholders to be consulted, but rather are leaders and active participants who have shaped the priorities and the evolution of the partnership When we refer to "OGP", we mean the broad partnership of country stakeholders, Steering Committee, strategic and thematic partners, and the staff at the Support Unit and Independent Reporting Mechanism. The ToC highlights the contribution of the Support Unit and IRM, while acknowledging the central role that country stakeholders, strategic partners, Steering Committee play in helping to achieve our intended impact.

These actors engage with the partnership because it gives them a platform to collaborate and connect with others advancing open government. The platform brings them visibility and recognition for innovative and successful reforms, as well as political cover for difficult reforms. It gives them credibility, via the association with OGP and the rigorous standards of the IRM. It also helps them build relationships with other reformers, both within their political context and across countries. And finally, OGP helps build partners' knowledge and skills in policy design and implementation.

OGP's value proposition to its many partners is strongest when each are contributing to the overall mission in their own ways. In particular:

Country stakeholders - the government Point of Contact both at Ministerial and civil servant level, and their teams; the lead civil society actors; and the Multi-Stakeholder Forum - are at the forefront of change. Their energy, skill, political acumen, and commitment are critical ensuring the action planning process and global platform lead to ambitious, implemented reforms.

The Steering Committee provide political leadership, strategic guidance and accountability to the partnership, and especially to the SU/IRM. In their dual roles as country stakeholders or strategic partners, they must lead by example in how they engage with the action planning process and the rest of the partnership. Finally, they must ensure the OGP model and related mechanisms remain accessible and robust for partners and governments.

Strategic partners bring technical expertise, strategic thinking, and financial support to all members of the partnership—and most notably to country stakeholders. OGP's strategic partners range from civil society organizations working regionally and globally, to multilateral partners like the OECD, UNDP, and World Bank that strengthen the ecosystem around domestic open government ambitions.

The Support Unit and IRM play a coordination role across Collective Results areas, continually looking for ways to better support OGP members to make the best use of the partnership. This includes directly delivering universal services to all OGP member countries and locals, and supporting the delivery of advanced services by other partners to priority countries and priority commitments. (See "Addendum: OGP Services" for more.)

We believe that these partners - individually and collectively, can affect change. The core causal pathway behind our theory of change runs through the action planning cycle - and provides a channel for these partners to open government in ways that lead to both impacts for citizens and a stronger global movement. The Support Unit and IRMs work pays attention not just to the incentives and influence of these partners but also the wider political context in which they operate.

We believe that if more countries make open government the default mode of government, give citizens a greater say in policy making and advance policy areas that truly change the status quo - that OGP would have contributed to the ultimate impacts of building a stronger global movement for democracy and openness and demonstrated tangible benefits to citizens lives.

Annex: OGP Services

A core function of the OGP Support Unit is to provide or mobilize support for members to help them use the OGP platform domestically and internationally to advance their open government goals. Since its launch, OGP has been gradually strengthening the universal service offering available to all members to ensure that they have timely access to resources, tools, guidance, peer experiences and partner networks on how to design and implement better action plans, and the necessary information and support to leverage the global OGP platform. In addition to universal support, OGP offers targeted, advanced support to reformers where there is a clear political, thematic or strategic opportunity to advance the open government agenda or accelerate ambitious reforms (including, but not limited to, reforms in OGP's thematic priority areas).

Over the next three years, OGP will focus on further strengthening its universal service offering and codifying, refining and developing new areas of intensive, advanced support. The table below provides an overview of the objectives and modalities for universal and advanced support:

	Universal services	Intensive, advanced services
Objective	Focused on ensuring all countries (and partners) understand how to use the OGP platform, have support in meeting the rules of the game, and navigating the resources available to them	Focused on addressing on specific challenges faced by reformers in co-creation or delivery of reforms (usually in priority countries, themes and commitment areas)
Who receives	Available to all countries	Available where there is a clear opportunity or need which can be addressed through additional support, and where there is readiness to receive such support
Who provides	Primarily provided or brokered by the Support Unit	Usually provided with the support of thematic partners, facilitators or technical/subject matter experts

What it involves	Off-the-shelf guidance, tools, and learning opportunities to meet needs common across countries	Customized guidance, tools and learning opportunities to meet context specific needs (but codified for easy adaptation in different contexts, and for turning into off-the-shelf-guidance over time) Modular set of services (i.e. priority countries, themes and commitments will not receive *all* the advanced services but ones that make sense in each specific context)

Examples of Universal Services

Awareness raising and communications support • POC and lead CSOs orientation and ongoing communications • OGP + Co-creation 101 virtual and in-person meetings • New country/ authorities onboarding • Webinars on OGP process and thematic policy areas • Ongoing outreach to new actors by the Support Unit • Blogs, opinion-pieces and story development support • Branding support • Action plan launch support • OGP Awards • Campaigns	**Guidance and knowledge resources for action plan support** • OGP handbooks, guides and toolkits • Practical guidance and examples for co-creation and implementation • Knowledge products: Global report, thematic factsheets, early results and impact stories • Commitment examples and partner resources • Guidance on using OGP to advance other international agendas (e.g. SDGs, EITI etc) • Data Helpdesk • OGP and OpenGov online learning programs (piloted with local in 2020)	**High-level outreach and engagement and support during transitions** • Political outreach and engagement, including during elections and transitions • SU/SC/partner outreach to high level political leaders and reformers • Support to civil society strategies during elections or transitions • (Re)engagement of civil society leaders in OGP processes
Brokering connections to thematic partners, funders and peers • Thematic matchmaking with partners (brokering introductions & identifying entry points for support)	**IRM and related support** • IRM reports, comms • Ensuring IRM methods are understood by key actors	**Mediation, RRM and Response Policy and Acting Contrary to Process case management** • Mediating differences between government and civil society

• Introductions to development partners and funders (where applicable) • Peer introductions and matchmaking • Sharing 'commitments to watch' with key funders and partners to mobilize support • Feedback on commitments of draft action plans • Joining thematic leadership coalitions	• Encouraging uptake of IRM recommendations	• Rapid Response Mechanism and Response Policy case management (when triggered) • Acting contrary to OGP process case management (when triggered)
Global Events/Platforms • Participation in OGP summits and regional events • Thematic peer exchange meetings • Integration into global frameworks (e.g. SDGs) • Global Open Government Week • Assistance with connecting global conversations, pledges, and events with country opportunities and APs • Join OGP campaigns (e.g. Break the Roles) • Join OGP Steering Committee		

Examples of Advanced Services

Note: Some of these have been piloted while others will be introduced over the next three years

Mobilizing resources	**In-country learning & workshops**	**Technical support**
• Mini grants to civil society for civil society engagement in co-creation • Mobilizing targeted donor funding for specific reform efforts in-country • Coordinating funding support with other partners • Donor roundtables and coordination for aligning support to OGP processes and plans	• Co-creation and implementation planning design support and workshops • MSF design and redesign workshops • Commitment design workshops • IRM launch events and trainings • Gender-training for co-creation and implementation • Facilitation support	• Bespoke 1-1 support on co-creation + MSFs • Technical assistance on commitment design and implementation support via thematic partners • Partner-led technical support through programs like WaterCoP, OPeN, OCP etc. • Customised knowledge products/diagnostic assessments

Structured peer learning support • Peer learning on co-creation • Sub-regional thematically focused workshops and follow up activities • Commitment implementation workshops and follow up activities • Coalition building workshops and follow up activities	**High-level political outreach and engagement** • Cabinet meetings • Targeted identification and engagement of champions in AP processes and global fora • Support to building global thematic coalitions (for e.g. beneficial ownership, gender, justice etc) • Outreach support via Ambassadors and Envoys • High-level convenings during Summits, Regional Meetings and partner events	**Bundled "packages" of support (combination of financial, technical assistance and peer learning)** • Multi-donor Trust Fund support • PAGOF-OGP support for Francophone Africa • OAS-OGP support in the Americas • OECD-OGP collaboration on EU4Integrity Program for Eastern Partnership countries
Communications • Support on developing communications strategies • Messaging development • Media engagement • Video and content creation on priority commitments • Support for Open Gov Week activities		