

# **THE OPEN GOVERNMENT PARTNERSHIP'S IMPLEMENTATION PLAN 2020-2022**

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DRAFT

Open  
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# OGP'S THREE-YEAR IMPLEMENTATION PLAN

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, a growing 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, including the universal services that all civil society and government participants in OGP will continue to receive, and focus areas where additional time, energy and resources will be allocated. It includes a 2020 annual implementation plan, nested within a three-year planning horizon. This will enable near-term decisions that prepare for medium-term Collective Results, and will help the partnership work together more effectively towards those results. These Collective Results can only be achieved by the collaborative actions of reformers in government, civil society and strategic partners, with the Support Unit (SU) and Independent Reporting Mechanism (IRM) playing a vital, complementary facilitating and supporting role, which the 3YP elaborates.

## 1. What OGP has learned, where OGP is headed

OGP's plan for the coming three years represent an evolution for the partnership: grounded in the 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.

The vision for this 3YP is that in three years, OGP will have shown demonstrable results at the level of individual reforms, countries, themes and global advocacy that add up to show the value of open government, and provide a credible alternative to closed government.

## 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:

- Grown from 8 founding countries to 78.
- 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;
- Over 4000 commitments have been made, of which 66% of those in action plans which have ended have been implemented.
- The IRM has published over 350 reports to encourage accountability and learning.
- There have been six global summits with high level political engagement, including 78 Ministers and high level officials hosted by Prime Minister Trudeau in Ottawa in 2019.

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 a 2018 survey, 62%



of civil society respondents reported that the majority or all of their key priorities were reflected in their country's OGP plan.

These 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 IRM began assessing implementation and ambition of commitments in 2015, on average, one-in-five commitments in OGP action plans 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 and there is potential to raise the ratio further in the next three years.

## Political Context

OGP is seeking to expand and deepen its work at a crucial juncture in history. In recent years, democracy has faced its most serious crisis in decades. According to independent watchdog Freedom House, fundamental human rights, the rule of law and civil society are 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 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.

OGP has been far from immune to these challenges of governments closing democratic space. Hungary and Tanzania both decided to quit the partnership. Azerbaijan has been suspended, and several members are grappling with major corruption scandals and shrinking civic space. Additionally, some 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, other 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 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 more vibrant global movement.

In order to achieve these impacts, there are four Collective Results where OGP should demonstrate progress over the next three years. These are:

1. **Commitments:** Ambitious open government reforms that empower citizens to shape and oversee government are credibly implemented.
2. **Countries:** OGP 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 through transparent, participatory and accountable government are implemented by reformers in government and civil society across multiple countries, raising the bar on cross-country open government standards 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 be advanced in any OGP country and will 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 SU and IRM. These Collective Results are also interrelated. For example, an ambitious open government reform on a theme related to public participation could be implemented by a government and civil society coalition in a bright light country that is then showcased on the global stage to inspire others. Each Collective Result reinforces the others.

There are five complementary strategic approaches through which OGP participants can advance the Collective Results.

**Strategic Approach # 1: A stronger universal OGP platform supports reformers to advance open government in local, national and regional contexts.** Over the next three years, the OGP SU and IRM will build a stronger platform for all 78 national members and a growing number of locals to access resources, tools, guidance and peer inspiration and support on open government. Civil society and government reformers in any OGP country should be able to use their countries OGP membership to design and implement better action plans that reflect citizen priorities. Major projects to strengthen the OGP platform in the next three years include a refreshed IRM that is more user focused and in tune with when inputs are needed into country OGP processes, an expanded and more ambitious OGP Local strategy, and improving the knowledge and learning resources available to all



participants. OGP's rules of the game will also be reviewed in the 10th anniversary year to ensure they are best incentivizing and supporting reformers in government and civil society to make use of their country's OGP membership.

**Strategic Approach # 2: OGP commitments deliver results for citizens.** Over the next three years, the most transformative commitments that have the potential to have tangible benefits for citizens should be credibly implemented. Better support needs to be provided 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 using the OGP platform.

**Strategic Approach # 3: OGP countries become “Bright Lights”.** OGP countries should role model open government and act as exemplars of the partnership, or “bright lights”. Reformers in government and civil society should work together to maintain political commitment to open government, demonstrate inclusive co-creation, produce ambitious action plans, and credibly implement their most transformative commitments.

**Strategic Approach # 4: Thematic policy areas see greater ambition and implementation.** OGP members and civil society should advance policies that promote open, inclusive and responsive government, spreading innovation and encouraging adaptation and adoption across OGP's membership. OGP can catalyze collective action through research and analysis on policy areas, strengthened partnerships and networks of expertise, and cross-country coalitions.

**Strategic Approach # 5: Global advocacy strategies spur country action.** OGP reformers should come together as part of global advocacy strategies to advance country-level action that moves openness and democracy forward. Through global and regional events, leveraging global platforms, stronger political leadership and smart use of campaigns, OGP can showcase the work of reformers and champions on the global stage to inspire more progress from other members.

While these strategic approaches can be advanced by all actors in OGP, the SU and IRM will seek to balance its staff time, energy and resources between running the universal OGP platform (strategic approach #1), and a short list of specific focus areas (strategic approaches # 2, 3, 4 and 5). The rationale for this approach is that while all OGP members should be supported to make best use of the platform, there are some commitments, countries, themes and global strategies where the conditions are in place to make significant progress and where OGP could add value and complement the work of partners. In these areas, additional focus by the SU and IRM could help deliver the Collective Results.



# OGP's Strategic Approaches and Areas of Focus

## Global Advocacy

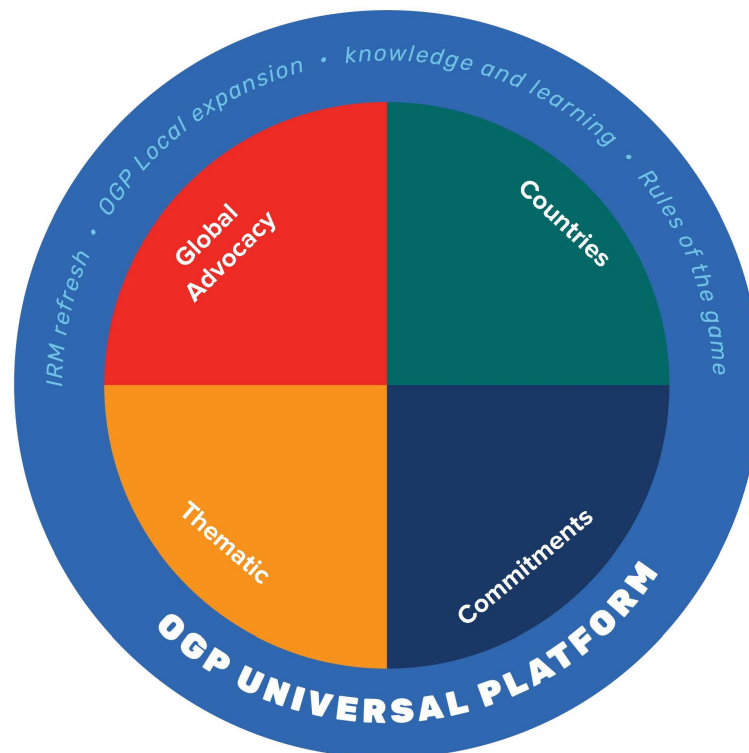
Open government issues have a stronger presence on the global stage, including in global governance fora and frameworks.

**Focus Areas** | Leverage Global Platforms | OGP 10th anniversary | OGP cross-cutting campaigns | Global Events (UNGA, OGP Global Summit)

## Thematic

Policies that empower citizens to shape and oversee government are advanced across multiple countries, creating new global open government norms and principles.

**Focus Areas** | Anti-corruption | Citizens shaping public services | Digital governance | Opening justice | Civic space | Gender & inclusion



## Countries

OGP countries role model values such as government-civil society cooperation, inclusion and civic space, and advance a holistic open government agenda.

**Focus Areas** | **Africa:** Burkina Faso, Ghana, Kenya, Nigeria, Senegal | **Americas:** Colombia, Ecuador, Mexico | **Asia:** Armenia, Indonesia, South Korea | **Europe:** Germany, Latvia, North Macedonia

## Commitments

Ambitious open government reforms that empower citizens to shape and oversee government are credibly implemented.

**Focus Areas** | Creation of Beneficial Ownership Register (Armenia, Nigeria), Open Contracting (Panama), Citizens Shaping Services (Ghana), Citizen Engagement (Burkina Faso)



# OGP's Theory of Change

OGP's Theory of Change (ToC) outlines the role of the OGP platform, and the catalysts and change agents whose actions affect the intermediate, long term and ultimate impact OGP wants to make in the world. The evolution of OGP's ToC incorporates learning on how the platform contributes to change, and OGP's role in a large ecosystem of other actors working on complex governance challenges.

## ***Pre-conditions***

OGP currently has 78 national members and a growing number of local participants. Before joining, each country must meet OGP's Eligibility Criteria and pass the OGP Values Check, and commit to upholding the principles of open and transparent government by endorsing the Open Government Declaration. This helps to ascertain two critical things at the point of entry:

- That there is enough political and civic space for accountability actors such as citizens, civil society organizations and media to operate freely
- That there is demonstrated commitment from the government to advance the open government agenda

Of course there are countries that have joined OGP with high levels of political space and commitment to open government, which have since experienced declines in civic space and openness. In those contexts the OGP process may become inactive, or in the most extreme cases result in countries exiting the partnership.

## ***Many Catalysts and Change Agents, One OGP***

“OGP” is made up of many different parts, including reformers in government and civil society in member countries, the OGP Steering Committee, strategic and thematic partners, and the staff at the SU and IRM. These are the catalysts and change agents who have shaped the priorities and evolution of the partnership to date, and each play a critical complementary role.

Country reformers - 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 in ensuring the action planning process and global platform lead to ambitious, implemented reforms. These reformers 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 their knowledge and skills in policy design and implementation.

The Steering Committee provides political leadership, strategic guidance and accountability to the partnership, and especially to the SU/IRM. The Steering Committee is also expected to lead by example in how they engage with their own action planning process and thematic leadership. Finally, the Steering Committee is responsible for ensuring the OGP model and rules of the game are robust and incentivizing the change OGP is trying to support.

Strategic Partners bring technical expertise, strategic thinking, and financial support to all members of the partnership—and most notably to country reformers in government and civil society. 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 SU and IRM play a coordination role across the partnership, continually looking for ways to better support other catalysts and change agents to make the best use of the partnership and maintaining the credibility of the partnership through independent assessments of action plans. This includes providing universal services to civil society and government in all OGP member countries and locals. Universal services include access to guidance, tools, evidence and peer inspiration on what it means to be an open government, protect civic space, and how citizens can play an active role in shaping and overseeing government. These services are vital for strengthening the foundations of the OGP process in each country, so that space for deeper, more transformative change can be created. In a small number of focus areas, where there are clear strategic and political opportunities for change, the SU/IRM will invest extra time, resources and services.

### ***The Contribution of the OGP platform***

The OGP platform is designed with reformers in government and civil society at the national and local level at its heart. Supportive elements such as strategic partners, Steering Committee and SU-IRM can influence and shape political incentives, level the playing field between government and civil society, help build thematic coalitions, and promote learning and skill sharing across countries. Country reformers can use these incentives and support services to advance open government reforms domestically and internationally, and in turn influence OGP's model and rules of the game:

- ❑ **Incentives:** Shape the political incentives, ideas and norms around open government by raising the visibility of the open government agenda in global and regional fora, and create the space for country reformers to take action and trigger a race to the top between countries



- ❑ **Rules of the game:** Create a level playing field for reformers inside and outside of government to work together using the OGP model, and provide a concrete channel for reforms through the action plan cycle
- ❑ **Coalitions:** Build trust, relationships and peer networks with reformers within and across countries and thematic areas - so that they can learn from and inspire each other
- ❑ **Learning and Accountability:** Address information asymmetries by bringing evidence and learning on open government to reformers, and creating domestic and international accountability for progress
- ❑ **Skills and capacity:** Provide technical and financial resources to design and implement open government reforms

### ***Pathway towards impact***

The quality of the OGP action plan cycle varies significantly between members. A strong cycle needs political commitment, engaged civil society, technical and financial resources, and support from domestic and international coalitions across different policy areas.

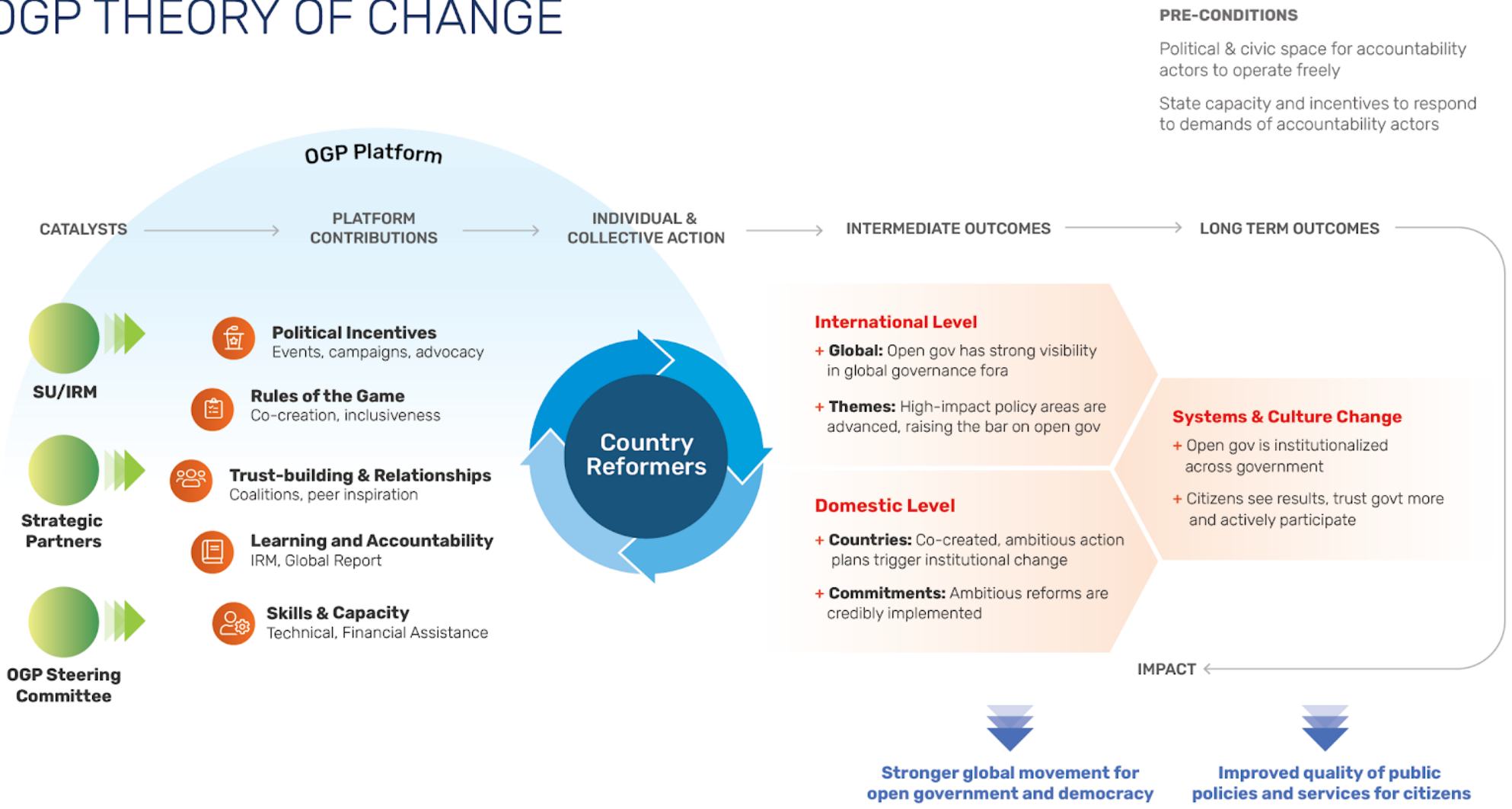
Where the OGP cycle is strong at the domestic level, a genuine level playing field, a deliberative approach to solving public policy problems that takes into account diverse voices and opinions, and regular opportunities for learning and adaptation can enable reformers to co-create action plans that get more ambitious over time and tackle significant challenges facing the country. And if reformers are able to build the necessary coalitions to tackle vested interests and access technical and financial assistance, high impact reforms from those action plans can be credibly implemented. This cycle is supported internationally with political incentives, peer to peer inspiration and accountability for progress, to help create a race to the top on policy areas that have the potential to change the status quo.

If open government reforms are implemented and start to deliver results for citizens, it can have a demonstration effect domestically by encouraging the uptake of open government policies and practices in new policy areas, thereby gradually changing the norms and culture of governance. This change in the culture of government can motivate more active citizen participation, which in turn helps to make governments more open and responsive.

Over time, this should contribute first to impacts at a level that citizens experience, whether through improved services, reduced corruption or more efficient government. And second, it should 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 efforts to undermine them.



# OGP THEORY OF CHANGE



**PRE-CONDITIONS**

Political & civic space for accountability actors to operate freely

State capacity and incentives to respond to demands of accountability actors



## 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 country to come together and work to solve relevant governance challenges. The international OGP platform 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 services. This support offering has helped government and civil society use their country's OGP membership more effectively, for example through the use of codified innovations and best practices in OGP handbooks on topics such as co-creation that are adaptable to different local contexts. 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 SU works with every OGP member to guide them through the action planning process, and acts as a broker and connector to peers and partners, providing political, strategic and technical support. In the next three years the SU will further enhance these services to better support reformers to use OGP to design and implement better action plans.

#### Focus Areas

There are many elements and resources that go into running the OGP platform. Over the next three years the OGP SU and IRM will focus on some areas which can improve the help available to open government reformers around the world.

One of OGP's unique features is the **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 assessing whether commitments made through OGP plans were implemented or not. The IRM has now produced over 350 of these reports. Over the next three years, the IRM will make changes to its model so that the mechanism has more impact and is more user-friendly.



The **IRM refresh** will focus on ensuring 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 the 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 different policy areas, need better guidance on how to co-create and implement action plans, need more evidence for open government reforms, and need stories of inspiration and innovation. The SU will bring together publications, webinars, the website and other tools to make OGP a home of knowledge, innovation, case studies, stories, and evidence on open government reforms. This will include integrating ongoing learning activities, such as the ongoing multi-country independent review of how reformers in government and civil society are using OGP in their contexts to sustain open government efforts. There will also be experiments with online courses. Finally, the SU will continue to expand OGP's story-telling ability, to try and broaden the audience for inspirational reforms that are taking place.

A key aspect of strengthening the universal platform over the next three years will be the **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.

As OGP approaches its 10th anniversary in 2021, and some members enter their fourth or fifth OGP planning cycle, OGP will review whether the basic **rules of the game** are fit for purpose for the future, incorporating what we have learned in the first 10 years and ensuring the right balance between safeguarding our values and principles with flexibility, innovation and ambition.

## 2020 Activities

The 2020 implementation plan for strengthening OGP's universal platform includes the following:

### 1. Producing timely and improved IRM products and data

- Produce IRM assessments for all countries, and provide country stakeholders an opportunity to discuss findings with IRM researchers or staff during the pre-publication review or public comment phase.
- Designate an IRM staff lead for each region and implement an open door policy for country stakeholders to receive responses to specific questions, inquiries or concerns related to the IRM through webinars, calls and sharing of guidance materials.
- Finalize and implement the IRM Refresh changes. The roll-out plan includes blogs, webinars, updates through the OGP website, newsletters and social media. Develop and share guidance materials, templates and timelines for new products with country stakeholders, in coordination with the SU.

### 2. Laying the foundations for making OGP a stronger knowledge and learning hub



- Provide and improve core data services, including data entry and tagging, quality control, and organization and visualisation of information included in OGP action plans and IRM reports.
- Produce an OGP “Vital Signs” series to illuminate OGP’s strengths and weaknesses, track progress on key results indicators and attempt to explain drivers of success and failure. In particular the work will examine the evidence on the strength of OGP co-creation processes, factors for success of OGP commitments (including contributions from OGP) and the links between these factors. This helps hold OGP accountable for results and helps guide decision-making about future policies.
- Track, maintain, and disseminate a database of case studies on open government reforms, and implement a system for tracking the contribution of the OGP platform, the SU, and IRM in helping countries strengthen the adoption, adaptation, and implementation of open government reforms.
- Continue curating, stimulating, and presenting new research on the effectiveness of open government reforms for use by OGP stakeholders.
- Produce a set of do-it-yourself practitioner guides that help reformers design and implement action plans. These would include diving deeper into the ‘how’ of co-creation and implementation by promoting design thinking and problem identification, stakeholder mapping, identifying capacity gaps, building delivery teams and getting to quick wins.

### **3. Implementing the OGP Local strategy**

- Produce a handbook with guidance, examples and different approaches to promoting national-local collaboration on open government through OGP national platforms, and provide virtual learning and peer exchange opportunities amongst countries.
- Recruit and onboard up to 50 new entities in the OGP Local cohort, integrate existing OGP Local members into the cohort, and implement the new ‘Rules of the Game’ for the OGP Local.
- Redesign the OGP Local webpage to provide a one-stop access window to OGP and relevant partner-developed content on open local government, contact information for government, civil society and other partners working on local open government (both within national OGP processes and the Local cohort), data and evidence, relevant commitments from national and local action plans, and guidance and learning materials.
- Roll out the first iteration of the group-based onboarding and ongoing learning program for OGP Local; develop a mentorship program and recruit mentors (which will be aligned with the Leaders’ Network, currently under discussion in the Steering Committee) to provide advice and support to government and civil society working on open local government; and assess and test applications and platforms that can allow for reformers to connect directly with each other.

### **4. Updating the OGP Mechanism and Rules, and Improving Tools and Guidance**



During 2020, the Criteria and Standards Subcommittee will lead a participative process to explore possible changes in the Rules of the Game and Guidance, that should be concluded and rolled out by early 2021. The process will be informed by previous consultations and IRM data:

- Explore options for providing flexibility to the action plan model on length, delivery windows and built-in time for learning between action plans.
- Streamline and simplify the OGP Co-creation and Participation Standards based on experience to date of providing support to members on practical application of the same and IRM assessments of co-creation during action plan development and implementation.
- Start OGP 10th anniversary conversations with the community on improvements to the OGP mechanism, rules and guidance with a focus on ensuring OGP is fit-for-purpose for its next phase and for achieving the 3YP ambition.
- Update existing guidance materials and make them more user-friendly, once changes to rules and processes are approved.

## Commitments

### Overview

Since OGP's launch in 2011, participating countries and locals have produced over 4000 commitments. In a typical action plan, one-in-five commitments have been found to be ambitious and credibly implemented and/or demonstrated a major change in practice by the IRM. These commitments represent the potential of OGP and the tangible results that open government reforms can deliver when multiple stakeholders come together to support credible implementation of ambitious reforms

Over a three year period, the OGP SU and the IRM will continue to improve the services provided to all members in designing and implementing stronger commitments. This includes:

- Providing better guidance on creating strong commitments, including improving recommendations from the IRM in regards to how commitments can be designed and implemented to advance specific policy priorities;
- Brokering technical assistance from thematic experts;
- Sharing sample 'model' commitments for a wide range of policy areas.

In addition to the universal support available to all members, the OGP SU, with inputs from the IRM, country stakeholders and partners will focus on two to three reforms per region that have the potential to become inspiring examples for others. Advanced support will be provided as needed for the co-creation and implementation of these reforms, and lessons learned captured for the wider membership, thereby also strengthening the universal offer for all members. Advanced support includes helping reformers to build effective coalitions for change and





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

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 SU, Steering Committee and strategic partners—can provide a clear added value and demonstrate the potential of the OGP platform at the commitment level.

The OGP SU will shortlist focus commitments using IRM data, Global Report insights, and internal and external intelligence. The following criteria will be considered in determining which commitments should receive focus support:

- **An ambitious commitment or a commitment with potential, or a set of related commitments within a focus policy area.** This includes commitments assessed as ambitious by the IRM, those that have shown early results and performed well on 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 focus countries and focus themes.** In most cases, focus commitments would either be in an OGP focus theme or focus 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 will 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** and the potential to demonstrate the value of multistakeholder collaboration and using consecutive action plan cycles to advance specific policy areas.

Additional considerations:

- 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.

Providing support to focus commitments will require resources beyond those of the OGP SU. The OGP Multi Donor Trust Fund (MDTF) will be an important mechanism to provide financial and technical support for the implementation of focus commitments. OGP will seek to identify additional resources to support focus commitments not covered by the MDTF. For example, a forthcoming three-year grant to OGP from the European Commission to support Eastern Partnership countries will also be used to identify and support a few transformative commitments from those countries. Similar opportunities for securing additional resources to support focus commitments in other regions will be explored.

An annual assessment will be undertaken to see if the list of focus commitments needs to be adjusted based on progress on the existing ones and changing contexts, and opportunities for adding new promising ones.

## 2020 Activities

### *Universal Services:*

- Develop better guidance on designing strong commitments, and improved recommendations from the IRM on commitment design and implementation.
- Broker technical assistance from thematic partners and experts and develop sample 'model' commitments for emerging policy areas of common interest in OGP.
- Share commitments with transformative potential with funders and encourage them to consider providing financial and technical assistance (where required).

### *Selected Focus Commitments:*

- In 2020 the SU will pilot all or a combination of the following advanced services for focus commitments:
  - **Mobilize resources:** Financial support for the implementation of the commitment through the OGP Multi-Donor Trust Fund (MDTF), or through organizing donor roundtables to coordinate funding.
  - **Technical support:** This support could include assistance on commitment design provided by the IRM or leveraging expertise from multilateral organizations such as the World Bank, and thematic partners such as Open Ownership
  - **High-level political outreach and engagement:** Organize cabinet meetings, high-level convenings during Summits or regional events, or outreach through the Steering Committee, Ambassadors and Envoys to ensure reformers have the necessary political backing to implement the commitment
  - **Communications:** Develop communication strategies and media outreach to provide visibility and accountability for the commitments progress



- **Learning and adaptation:** Facilitate an adaptive learning approach in the implementation of the commitment - to develop the capacity of government and civil society reformers to undertake deep diagnostics of the political context, identify allies, build coalitions and work as effective teams to get results.
- Focus commitments under consideration for 2020:

Country/ Local	Thematic Area	Commitment Description
Armenia	Beneficial Ownership	Develop and implement a common mechanism for identifying the real owners of companies operating in RA, by creating and launching a comprehensive open and freely accessible register of beneficial ownership.
Burkina Faso	Citizen Engagement	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	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)	Strengthen the model of collaboration between the Metropolitan Assembly and landlords to address sanitation challenges related to provision of household toilets in underserved communities.
Panama	Open Contracting	Create capacities in different sectors of society on the regulation and use of <a href="http://www.panamaenobras.gob.pa">www.panamaenobras.gob.pa</a> , 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

- In addition, the OGP SU will explore the best ways to provide advanced support to potentially inspiring commitments in high income countries, and will include at least one for 2020 focused support.



# 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 SU and IRM.

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, have produced mixed results to date. Two-thirds of OGP countries have an active forum that brings together governments and civil society in a concrete dialogue to agree on open government priorities to pursue through action plans. According to our bi-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, there has been a breakdown in trust and partnership in some places, including in the cases brought forward in OGP's Response Policy and inactivity policy.

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 on 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 SU and IRM have evolved to be more advanced, strategic and political over time, often complemented by or jointly delivered with partners.

OGP's large membership means that within the 78 countries there will inevitably be varying degrees of opportunity to advance open government reforms at any one time, based on a wide range of factors. This means that in addition to strengthening the support provided through the universal platform, the SU will provide intensive, advanced support to a set of focus countries where it can make a tangible difference in strengthening the OGP process and the delivery of open government reforms.

The following criteria will be considered in determining which countries should receive focus support:

- Level of political will/capital and level of civil society engagement
- Ability for SU to make a difference in the country by providing advanced services



- Resources and ecosystem of partners available to support OGP efforts in the country
- Potential for the country to demonstrate thematic ambition and play a global leadership role on a thematic area
- The ability of the country to inspire and/or influence other countries
- Stability and sustainability of the OGP process in the country
- Broader open government enabling environment, including passing the OGP's Values Check

Focus countries will not necessarily meet all these criteria. For example, there may be countries who have recently joined OGP where intensive support for the first action plan process could help lay the foundations for strong OGP processes and plans. There may also be countries where political transitions have led to opportunities for rapid progress on open government reforms. The number of focus countries will be based on what opportunities exist and the capacity of the SU, Steering Committee and partners to provide or mobilize intensive, advanced support. Of course country contexts can change, so focus countries may be adjusted and new countries added based on changes in context that affect OGP's ability to add value through advanced support.

Armenia and Kenya are two illustrative examples of focus countries.

In Armenia, which has emerged as a potential bright light 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. The SU 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, the SU 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. The SU 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, the SU will broker and support engagement between Kenya and other African countries (including Ghana, Sierra Leone,



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.

## 2020 Activities

### *Universal Services:*

- **Provide basic OGP guidance and support to governments and civil society organizations in the 78 participating countries** in order to allow them to successfully engage in OGP. This will include guidance on basic rules and helping countries meet minimum requirements, and connecting them to thematic, regional and global opportunities for peer exchange. Special emphasis will be on the 51 countries developing new action plans in 2020.
- **Produce timely IRM assessments for all countries and increase dissemination and outreach efforts** to enable accountability and learning at the country level and across countries.
- **Launch the 2020 OGP Civil Society Survey** to solicit ideas for how OGP can continue to deliver for civil society, improve, and keep civil society engaged as OGP approaches the 10-Year Anniversary.
- Launch a **2020 OGP Government Survey** to solicit ideas for how OGP can continue to deliver for governments and improve.
- Work with country stakeholders, the OGP Steering Committee and partners to **ensure continuity of the OGP agenda in countries at risk or undergoing political transitions.**

### *Selected focus countries*

- For 2020, the focus countries identified are: **Armenia, Burkina Faso, Colombia, Ecuador, Germany, Ghana, Indonesia, Kenya, Latvia, Mexico, North Macedonia, Senegal, and South Korea.**
- Provide **deeper strategic advice and support to government, civil society and other actors in selected focus countries.** Work with country stakeholders, partners, Steering Committee and donors to identify and deploy strategies for each country. Review the list of focus countries every six months.
- **IRM to produce in-depth insights and analysis on trends, and early findings for these countries. The IRM will also collaborate with the SU** on helping countries strengthen commitment design and implementation.
- **Broker or provide advanced co-creation and implementation services** through the OGP Multi-Donor Trust Fund, the EU4Integrity program (four-year package of support from the European Commission to support countries in the Eastern Partnership), and PAGOF2 (to be confirmed).
- **Develop specific regional and country communications plans** that can be activated on-the-ground to support awareness raising on OGP and open government reforms.
- In countries where clear opportunities exist, **work with partners to promote an open state approach by deepening engagement with the legislature, judiciary and local**



**governments** and encouraging participation of these institutions in national OGP processes.

**(Sub)Regional initiatives:**

- In **Europe**, continue to build stronger collaboration with European Institutions, including through the OpenGov Network for Europe and EU Presidencies (Croatia and Germany); explore organizing a European OGP Leaders' event to bring together political champions and civil society leaders in the region; and collaborate with the Regional School of Public Administration for the Western Balkans and the Nordic Council to support countries in the respective sub-regions.
- In **Africa**, consider a regional publication with views and analysis from thought leaders and experts on how open government can help deliver on Agenda 2063 and the 2030 Sustainable Development agenda; work with regional institutions such as the Africa Peer Review Mechanism, UN Economic Commission for Africa, and the African Development Bank to secure high-level political and technical support for open government in Africa; explore organizing OGP side events during the International Open Data Conference and/or the Mo Ibrahim Governance Weekend.
- In **Asia Pacific**, work with government and civil society from South Korea to prepare for the 10th anniversary OGP Global Summit in 2021, specifically to identify how it can be used for building political momentum for OGP in the region, and map a pipeline of government and civil society thought leaders and innovators to engage in OGP efforts at country, regional and global levels; work with partners to facilitate peer exchange on emerging themes in the region (justice and open contracting); and pilot advanced services for co-creation and implementation
- In the **Americas**, support government and civil society in Argentina to ensure a successful Chairship, grounded in domestic ambition; work with civil society groups to reshape the value proposition for civil society in a changing political context for OGP in the region, and leverage early adopters of thematic ambition and innovation to inspire regional progress, for example by convening a sub-regional workshop on beneficial ownership where Mexico and Chile could play a role in encouraging others to adopt similar commitments.

## Themes

### Overview

One of OGP's strengths is that it provides a forum for exploring how open government approaches can advance a broad range of policy areas. The OGP platform has been successfully used to generate commitments on over 50 thematic sectors, ranging from access to information and open data, to gender and climate change.



Below are some thematic trends from OGP action plan data.<sup>1</sup> These demonstrate how OGP members and civil society partners have leveraged the platform to tackle a range of reform challenges, across socio-economic and political contexts, over time.

<b>Fastest Growing (APs under implementations)</b>	<b>% Ambitious (all-time)</b>	<b>% Strong early results (all-time)</b>
Gender	Water & Sanitation	Lobbying
Legislature	Beneficial Ownership	E-petitions
Marginalized Communities	E-petitions	Elections & Political Finance
Science & Technology	Lobbying	Extractive Industries
Beneficial Ownership	Whistleblower Protections	Water & Sanitation
Welfare & Social Security	Land & Spatial Planning	Human Rights
Law Enforcement & Justice	Extractive Industries	Open Contracting & Procurement
Elections & Political Finance	Fiscal Openness	Land & Spatial Planning
Media & Telecommunications	Legislature	Right To Information
Justice	Asset Disclosure	Whistleblower Protections

These commitments have been led by reformers in government and civil society at the country level and supported by OGP's strategic thematic partners. In many policy areas international coalitions of governments and civil society have worked together to advance open government policies using the OGP platform (e.g. on open contracting, fiscal openness and extractive industries governance). OGP action plans have also proved to be a dynamic tool to translate announcements made at global fora such as the Sustainable Development Goals or 2016 London Anti-Corruption Summit, into concrete policy actions at the country level. Indeed, commitments explicitly linked to SDGs implementation are rapidly increasing in number.

In the spirit of OGP's domestically-owned action planned processes, the OGP platform will always be open for reformers in government and civil society to co-create policies that are most relevant to the challenges they are facing in their context. The OGP Steering Committee and SU will continue to support OGP members and partners to make progress across a wide range of policy

<sup>1</sup> These trends are based on analysis of all commitments assessed by the IRM as of Feb 5, 2020. According to criteria used by the IRM, ambition is defined as those assessed as having moderate or transformative potential impact. Strong early results are defined as commitments that led to major or outstanding improvements in open government. The threshold for determining fast growing is >5 commitments within a given policy area in the most recent year. For full definitions of each "policy area" visit <https://www.opengovpartnership.org/open-data/>.





areas. For example, for policy areas which already have well established standards and norms, active coalitions of government and civil society champions, and a large number of OGP commitments, the SU may play a role of helping showcase progress in OGP events and global fora.

The OGP Steering Committee and SU will also strive to ensure that the platform responds to the geopolitical climate and is agile enough to help scale up innovations. For example, the SU will build partnerships and curate expertise on deepening citizen engagement, such as the rapidly growing field of deliberative democracy practices that aims to place citizens at the heart of policymaking while delivering better policy outcomes. The citizens assembly on climate change in the UK or the deliberation on an ethics framework for artificial intelligence in Australia are good examples.

Finally, OGP will continue to mobilize resources for partners across different policy areas, subject to availability and gaps. This includes the thematic window of the OGP MDTF, which currently supports cross-country learning and peer exchange on issues related to anti-corruption (including open data strategies, beneficial ownership and open contracting at the local level), climate change, fiscal openness, gender and natural resource governance, parliamentary strengthening, and water and sanitation.

## Focus themes

In addition to providing support across all policy areas where there is demand and potential to scale impact, the SU will proactively provide more intensive support to a small number of focus policy areas. These will be determined by: data trends in current OGP action plans, requests from OGP members and civil society partners for technical expertise and support on commitment drafting and implementation, opportunities for collaboration with thematic partners, and key trends as surfaced in global indices and fora related to governance.

The types of intensive support required will depend on the policy area. In some policy areas such as gender and justice, a nascent set of partners and coalitions have raised attention to the issue at the global level, but will require support in engaging in national and local OGP processes and ensuring implementation of commitments that have been made. In others, such as beneficial ownership, a new global standard is emerging but further support is needed to link the topic to a wider anti-corruption agenda and to understand the implementation challenges. Finally, there are some policy areas like civic space which are critically important to defending OGP's core values, and require increased visibility and practical support at both the global and country level.

## 2020 Activities

Where partners and OGP members are leading initiatives and commitments to advancing reform on any theme through open government approaches, the OGP SU will continue to offer targeted support. Over the next three year, this will entail:



- Brokering technical and financial support for a broad array of policy areas, based on needs identified by country actors.
- Ongoing support to members of the Steering Committee, in particular the Governance and Leadership and Thematic Leadership subcommittees for their work on Co-Chair priorities and thematic oversight, respectively.
- Strategic oversight of the thematic window of the OGP MDTF supporting learning on anti-corruption, climate change, fiscal openness, gender and natural resources, parliamentary strengthening, and water and sanitation.
- Sharpening narrative and messaging on how OGP members can advance themes through updated website content, stories and events such as Open Gov Week.
- Ongoing data production and research to identify trends, examples and emerging practices that can be adopted and adapted across contexts. Areas of specific focus for 2020 will include political integrity and anti-corruption, justice, and digital governance.
- Curation and creation of learning content, including webinars and case studies.
- Proactive facilitation of links to peer reformers working on similar issues, and opportunities for bilateral and multilateral peer exchange, and advocacy support to civil society.
- Support to implement the pilot OGP Leaders' Network, initiated under the Co-Chair agenda.
- Strategic support in the set up of the OGP Local program and coordination of thematic peer learning groups, including by identifying partners to guide this work.

On focus policy areas, the SU will complement the work of partners to provide advanced support for cross-country coalition-building, brokering timely technical and financial resources, creating research and learning tools, facilitating peer exchange opportunities, and linking global pledges to country action.

- On **anti-corruption**, the focused support from the SU will be on beneficial ownership, open contracting, political integrity (including lobbying reform and money in politics), and extractives transparency. Specific activities will include:
  - Participation at key global events including the OECD Integrity Forum and International Anti-Corruption Conference to strengthen OGP's role in linking global platforms to country action.
  - Coordination and deepening of cross-country peer exchange through the Beneficial Ownership Leadership Group, in collaboration with the UK government and civil society partners (OpenOwnership, Transparency International, The B Team).
  - Support to targeted peer learning through regional or country workshops (eg, Americas beneficial ownership workshop in Mexico).
  - Facilitation of strategic peer learning, partner, and advocacy support on all focus commitments selected for support (eg, beneficial ownership by Armenia and Nigeria), including through the OGP MDTF.
  - Production of a strategy paper on OGP and anti-corruption, including the value proposition for different sectors and key trends.



- Production of research on data availability, verification, and policy frameworks related to political integrity and offer findings to partners engaged in OGP co-creation processes. [This may form all or a part of a 2021 Global report.]
- To advance reforms on **justice**, the OGP SU will:
  - Coordinate, alongside key supporters such as the government of Canada and Pathfinders, the emerging OGP coalition on justice, including ongoing cross country learning and at least one in-person meeting of the coalition.
  - Participate at key global events such as the HiIL Innovating Justice Forum and the Justice for All Summit where OGP will be promoted as the mechanism for translating global norms such as SDG16 into concrete domestic actions.
  - In at least 3-5 countries, provide support to OGP members in co-creation or implementation of commitments through sharing of sample commitments and linking to resources and relevant expertise.
  - Provide targeted peer learning through regional or country-based workshops (at least one cross-country learning event in Africa).
  - Prepare additional policy papers on i) open justice and ii) justice for open government that will serve as resources for OGP members interested in pursuing and adapting reforms on these topics.
- To advance thematic traction on **citizens shaping public services**, support will include:
  - Targeted co-creation and implementation support at the subnational level through OGP's new Local strategy aimed at design of more advanced public service commitments.
  - Strengthened and new partnerships on sectors including education, health, water, among others.
  - Bilateral peer exchange between countries seeking to improve public services through reforms in budgets, contracting, and citizen oversight.
- As countries use technology to advance their open government practices, they also must protect people from misuse of digital technology. The SU will focus on supporting OGP members to tackle issues related to **digital governance**. More specifically, the SU will:
  - Undertake research on related topics, including accountability of automated decision-making and intersections between technology and democracy (including political communication, disinformation, and civic space online). [This may form part of the 2020 Global Report.]
  - Provide dedicated support to the OGP Co-Chairs and Steering Committee to convene a cross-country and cross-sector conversation among a coalition of countries on global norms related to specific issues within digital governance.
  - Work with partners to identify sample commitments on different digital governance topics that can be shared with OGP members.
  - Provide support to implement focus commitments (e.g. protection against illegal



surveillance by Mexico).

Two themes that will continue to remain cross-cutting priorities are civic space and gender. Even beyond supporting uptake in action plans, the OGP Steering Committee and SU will work to promote these through the OGP co-creation processes, the rules and policies governing OGP, and global advocacy moments. The OGP 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.

- To advance reforms on **gender** as a cross-cutting issue, the OGP SU will:
  - At the global level, position OGP as bridging global advocacy to country action, at the Commission on the Status of Women and Generation Equality Fora and UN Women's Gender Equality initiative.
  - In targeted countries, provide enhanced support to OGP members and civil society partners to leverage OGP action plans to strengthen their policy framework on equality reforms or reflect gender-mainstreamed approaches, including through sharing of model commitments and linking to resources, research, and relevant expertise identified during the Break the Roles campaign.
  - Coordinate and deepen peer exchange and through the OGP Gender Coalition.
  - Facilitate regional feminist open government convenings in up to two regions, bringing government, civil society partners, and women's organization representatives together to identify gender priorities for their region.
- To strengthen norms and practice for **civic space**, as a cross-cutting issue, the OGP SU will:
  - Protect and promote the space for civil society in the OGP co-creation dialogue, by offering support from the SU on advancing on the co-creation standards.
  - Identify reformers in government and civil society who promote civic space, and feature their efforts in communications and storytelling, including at global events.
  - In 3-5 select countries where there is an opportunity, work with civic space partners to provide support to OGP members and civil society partners to leverage OGP action plans to strengthen their policy framework on civic space.
  - Explore creating an overall campaign on civic space following the model of *Break the Roles*. The campaign would offer a positive narrative about the ways civic space can be protected and provide examples that can be scaled across the partnership.



# Global Advocacy

## Overview

OGP has a vital role to play on the global stage promoting the value of open government and providing a bridge between international frameworks and national implementation. Given OGP's wide membership and networks, it is well placed to showcase innovations and stories that can inspire others to act and influence global norms. This is particularly important 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 are uniquely placed to promote open government, while defending democracy and core democratic values, including safeguarding civic space and prioritizing gender and inclusion.

In this work, the Steering Committee has a vital role to play, including leading by example, participating in global events, raising the bar in their domestic OGP processes, advancing thematic priorities, and identifying promising stories of impact and innovation.

OGP's advocacy has the following objectives over the next three years.

- Build and leverage a strong community of champions to advocate and build political support for open government reforms.
- Position OGP as a platform to ensure that when global agreements are made related to open government (e.g. within the SDGs, G20 or other thematically orientated spaces such as the IACC and IODC) there is follow through and accountability for implementation via the action plan process.
- Influence - by providing concrete examples through storytelling and at events - places, platforms, and people responsible for policy decisions and implementation,
- Develop and implement advocacy and campaigns (big and small) to encourage the adoption of reforms that are ambitious and showing on-the-ground progress and impact.

## 2020 Activities

### Global Leadership and Governance

- Strengthen OGP's governance mechanisms by recruiting, supporting, and deploying OGP Steering Committee Members and other OGP leaders to serve as inspiring amplifiers of the global advocacy agenda.
- Work closely with the Steering Committee Co-Chairs on developing and implementing ambitious co-chair visions that are aligned with the goals of the 3YP and help strengthen OGP processes domestically and abroad.
- Launch a revamped Ambassadors and Envoys strategy to continue to open political doors for OGP and 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.

- Organize high-level visits by OGP and other leaders to create media moments and advance country specific narratives through pro-actively planned events, media and digital.

#### Advancing Thematic Priorities through Global Fora

- Leverage global platforms and frameworks such as Generation Equality, the SDGs, the G20, and thematically orientated spaces such as the IACC and IODC, 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.
- Support thematic advocacy campaigns by creating new value-add narratives, supporting coalitions, developing clear event goals and objectives, and aligning research, knowledge case studies and stories.

#### Action-Forcing Events

- Hold and support smaller regional meetings and more targeted thematic events aimed at building coalitions across government and civil society in different policy areas.
- Prepare for the 2021 10th Anniversary Global Summit, where we will highlight the progress of OGP in its first decade, and set forth a vision for the future.
- Implement 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.

#### Communications and Campaigns

- Evolve and protect OGP global brand, and ensure the continued relevance and the resonance of *Beyond the Ballot Box* Narrative.
- Develop a cross-cutting 10th Anniversary “campaign” to celebrate the past but, more importantly, look forward to the next decade of OGP and evolve *Break the Roles*, which reached its target of 30 percent of members taking action, and is showing promising results in initial evaluations of its impact on Action Plans.
- Launch Comms Network to better streamline OGP’s communications outreach and work more efficiently with partners and find opportunities for collaboration.
- Enhance and align CitizENGAGE, which hosts more than 40 stories showcasing the roles of citizens in open government to 3YP focus areas and projects.
- Develop compelling case studies and/or “Lessons From Reformers” and stories that can be levered to create political will for completion and replication of commitments.



## Annex: OGP Services

A core function of the OGP SU 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
<b>Objective</b>	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)
<b>Who receives</b>	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
<b>Who provides</b>	Primarily provided or brokered by the SU	Usually provided with the support of thematic partners, facilitators or technical/subject matter experts
<b>What it involves</b>	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 <i>all</i> the advanced services but ones that make sense in each specific context)



## Examples of Universal Services

<p><b>Awareness raising and communications support</b></p> <ul style="list-style-type: none"> <li>• POC and lead CSOs orientation and ongoing communications</li> <li>• OGP + Co-creation 101 virtual and in-person meetings</li> <li>• New country/ authorities onboarding</li> <li>• Webinars on OGP process and thematic policy areas</li> <li>• Ongoing outreach to new actors by the SU</li> <li>• Blogs, opinion-pieces and story development support</li> <li>• Branding support</li> <li>• Action plan launch support</li> <li>• OGP Awards</li> <li>• Campaigns</li> </ul>	<p><b>Guidance and knowledge resources for action plan support</b></p> <ul style="list-style-type: none"> <li>• OGP handbooks, guides and toolkits</li> <li>• Practical guidance and examples for co-creation and implementation</li> <li>• Knowledge products: Global report, thematic factsheets, early results and impact stories</li> <li>• Commitment examples and partner resources</li> <li>• Guidance on using OGP to advance other international agendas (e.g. SDGs, EITI etc)</li> <li>• Data Helpdesk</li> <li>• OGP and OpenGov online learning programs (piloted with local in 2020)</li> </ul>	<p><b>High-level outreach and engagement and support during transitions</b></p> <ul style="list-style-type: none"> <li>• Political outreach and engagement, including during elections and transitions</li> <li>• SU/Steering Committee/partner outreach to high level political leaders and reformers</li> <li>• Support to civil society strategies during elections or transitions</li> <li>• (Re)engagement of civil society leaders in OGP processes</li> </ul>
<p><b>Brokering connections to thematic partners, funders and peers</b></p> <ul style="list-style-type: none"> <li>• Thematic matchmaking with partners (brokering introductions &amp; identifying entry points for support)</li> <li>• Introductions to development partners and funders (where applicable)</li> <li>• Peer introductions and matchmaking</li> <li>• Sharing 'commitments to watch' with key funders and partners to mobilize support</li> <li>• Feedback on commitments of draft action plans</li> <li>• Joining thematic leadership coalitions</li> </ul>	<p><b>IRM and related support</b></p> <ul style="list-style-type: none"> <li>• IRM reports, comms</li> <li>• Ensuring IRM methods are understood by key actors</li> <li>• Encouraging uptake of IRM recommendations</li> </ul>	<p><b>Mediation, RRM and Response Policy and Acting Contrary to Process case management</b></p> <ul style="list-style-type: none"> <li>• Mediating differences between government and civil society</li> <li>• Rapid Response Mechanism and Response Policy case management (when triggered)</li> <li>• Acting contrary to OGP process case management (when triggered)</li> </ul>
<p><b>Global Events/Platforms</b></p> <ul style="list-style-type: none"> <li>• Participation in OGP summits and regional events</li> <li>• Thematic peer exchange meetings</li> <li>• Integration into global frameworks (e.g. SDGs)</li> <li>• Global Open Government Week</li> </ul>		





<ul style="list-style-type: none"> <li>• Assistance with connecting global conversations, pledges, and events with country opportunities and APs</li> <li>• Join OGP campaigns (e.g. Break the Roles)</li> <li>• Join OGP Steering Committee</li> </ul>		
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## Examples of Advanced Services

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

<b>Mobilizing resources</b> <ul style="list-style-type: none"> <li>• Mini grants to civil society for civil society engagement in co-creation</li> <li>• Mobilizing targeted donor funding for specific reform efforts in-country</li> <li>• Coordinating funding support with other partners</li> <li>• Donor roundtables and coordination for aligning support to OGP processes and plans</li> </ul>	<b>In-country learning &amp; workshops</b> <ul style="list-style-type: none"> <li>• Co-creation and implementation planning design support and workshops</li> <li>• MSF design and redesign workshops</li> <li>• Commitment design workshops</li> <li>• IRM launch events and trainings</li> <li>• Gender-training for co-creation and implementation</li> <li>• Facilitation support</li> </ul>	<b>Technical support</b> <ul style="list-style-type: none"> <li>• Bespoke 1-1 support on co-creation + MSFs</li> <li>• Technical assistance on commitment design and implementation support via thematic partners</li> <li>• Partner-led technical support through programs like WaterCoP, OPeN, OCP etc.</li> <li>• Customised knowledge products/diagnostic assessments</li> </ul>
<b>Structured peer learning support</b> <ul style="list-style-type: none"> <li>• Peer learning on co-creation</li> <li>• Sub-regional thematically focused workshops and follow up activities</li> <li>• Commitment implementation workshops and follow up activities</li> <li>• Coalition building workshops and follow up activities</li> </ul>	<b>High-level political outreach and engagement</b> <ul style="list-style-type: none"> <li>• Cabinet meetings</li> <li>• Targeted identification and engagement of champions in AP processes and global fora</li> <li>• Support to building global thematic coalitions (for e.g. beneficial ownership, gender, justice etc)</li> <li>• Outreach support via Ambassadors and Envoys</li> <li>• High-level convenings during Summits, Regional Meetings and partner events</li> </ul>	<b>Bundled “packages” of support (combination of financial, technical assistance and peer learning)</b> <ul style="list-style-type: none"> <li>• Multi-donor Trust Fund support</li> <li>• PAGOF-OGP support for Francophone Africa</li> <li>• OAS-OGP support in the Americas</li> <li>• OECD-OGP collaboration on EU4Integrity Program for Eastern Partnership countries</li> </ul>
<b>Communications</b> <ul style="list-style-type: none"> <li>• Support on developing communications strategies</li> <li>• Messaging development</li> </ul>		



<ul style="list-style-type: none"><li>• Media engagement</li><li>• Video and content creation on priority commitments</li><li>• Support for Open Gov Week activities</li></ul>		
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