OGP Steering Committee Meeting
25-27 FEBRUARY 2020
BERLIN, GERMANY

Meeting Minutes

Open Government Partnership

OGP Steering Committee Working-Level Meeting Minutes
February 25 – 27, 2020 │ Berlin, Germany

Key Decisions

These are the main decisions and discussion items from the OGP Steering Committee.

- The Steering Committee discussed the overall health of the partnership, and the vital role of the political and strategic leadership of the group to propel OGP to the next level, including via the 2020-22 Three Year Plan.
- **Decision:** The Steering Committee unanimously resolved to designate the Government of Pakistan as inactive in OGP. See the inactivity resolution here.
- **Decision:** The Steering Committee acknowledged the high-level commitment and roadmap for delivery of Jamaica's first OGP action plan in 2020. The Steering Committee further resolved that failure to deliver an action plan by 31 December 2020 will automatically result in Jamaica being designated as inactive in OGP. See the resolution here.
- **Decision**: The Steering Committee endorsed the IRM Refresh by consensus.
- The Steering Committee advanced the implementation of the OGP Local strategy.
- **Decision:** The concept of the OGP Leaders Network, as a two-year pilot, was approved by consensus.
- The Steering Committee discussed strategies to advance digital governance and civic space in OGP.
- The Steering Committee discussed ideas for OGP's 10th anniversary, including the 2021 summit, next OGP campaign and changes to the rules of the game.
- The Steering Committee discussed regional strategies for better supporting fellow government and civil society members of OGP.
- **Decision:** The nomination of Carolina Cornejo as the government representative to the MDTF council was endorsed. It was noted that Carolina will be recusing herself whenever Argentina applies for funding from the MDTF.
- The Steering Committee discussed the upcoming research agenda, including ideas for OGP vital signs, research on open government policy areas, and results.
- **Decision:** The 3YP was endorsed by consensus (with suggestions from the meeting to be incorporated into final version to be sent with the Berlin minutes).
- **Decision**: The SC endorsed the budget proposal to support the 3YP activities in 2020. The proposed budget was then sent to the Board of Directors for approval.
- The Steering Committee and Board had a joint session, and agreed to step up communication and cooperation especially on fundraising.

Aide Memoire of Key Discussion Points

Welcome & Introduction – commenced 12:08 PM, February 25

Eva Christiansen from the Government of Germany opened the Steering Committee (SC) meeting by delivering welcome remarks as hosts. This was followed by welcome remarks by Robin Hodess, Civil Society Co-Chair, and Cesar Gazzo Huck from the Government of Argentina, Government Co-Chair.

The Co-Chairs acknowledged the virtual participation of the Government of South Korea and Aidan Eyakuze due to extraordinary circumstances. The absence of representation from the Government of France and the Government of South Africa was also noted. A list of participants has been provided on pages 25-27 of this packet.

Session 1: Health of the Partnership; Implications for the SC

Session 1a: Context Presentation from OGP CEO Sanjay Pradhan

The present state of OGP is a well-functioning global platform achieving some important results. However the rise of authoritarian rule has presented geo-political challenges for the partnership.

In just eight years, 98 national and local governments, together representing more than two billion people, along with over 3,000 civil society organizations (CSOs) have joined the partnership.

- Together they have co-created over 4,000 commitments in over 250 action plans whose completion and ambition has been assessed in over 350 Independent Reporting Mechanism (IRM) reports.
- OGP has also hosted six global summits.
- Two-thirds of OGP countries have an active forum for co-creation between government and civil society. According to OGP's bi-annual survey in which more than 900 CSOs participated from across the partnership, 62 percent reported that majority or all of their key priorities were reflected in their country's OGP action plan. But these averages mask very real challenges of repression and fatigue that CSOs also report in various OGP countries - notably, Guatemala recently - but more broadly in regions such as Latin America.
- According to the IRM, 66 percent of OGP commitments are completed. But in terms of going from completion to results, 20 percent actually opened government, in the sense that there was significant change in disclosing information to citizens, bringing citizens into decisions, or holding officials accountable.

To achieve OGP's vision, four interrelated, collective results over a three-year period are needed:

1. First, a stronger global portfolio of transformative reform commitments that empower citizens to shape and oversee government and thereby showcase a hopeful alternative to deepening citizens' distrust in governance.
2. Second, a spread of these reforms in key thematic areas across countries, creating new norms for open government.

3. Third, a set of bright-light countries - countries inclusive of government, civil society and citizens.
4. Fourth, stronger global positioning of OGP as integral to advancing global goals and initiatives, propelled by global advocacy, coalitions and our 2021 Global Summit.

These constitute quite an ambitious results agenda, but they also constitute an existential imperative for OGP. Importantly, in each collective result area, we have a solid base of concrete results, which we now need to scale up. These collective results are achievable. But it will require a true partnership-wide effort, including the government and civil society, strategic partners, the SC, and the SU. The SC has a vital role in lifting the partnership to the next level, balancing its governance/administrative role with a vital leadership role in galvanizing the partnership to achieve these results.

Session 1b - SC sharing and discussion

Following the Health of the Partnership presentation, Robin Hodess, Civil Society Co-Chair asked SC members to reflect on **a)** exciting initiatives they are seeing in OGP, including areas where they are contributing as part of their collective leadership role; and **b)** areas of concern they see in terms of the health of the partnership that should be discussed in this meeting with a focus on how to tackle such issues.

Some highlights from the SC interventions include:
- **Shrinking civic space and declining trust remain a key challenge for OGP and other global organizations**
  - There is a clear need to raise the number and implementation of transformative, ambitious commitments that tackle shrinking civic space. This could be done by expanding the scope and number of stakeholders participating in these discussions; and applying the co-creation approach to the entirety of the OGP process to make it more meaningful (not just during development of commitments).
  - Additionally, countries can begin sharing best practices on how to counter attacks on civic space.

- **Impact of OGP**
  - There is skepticism among some civil society and governments about the impact and value of OGP. The SC can help ensure that domestic stakeholders buy into OGP in their countries and beyond.
  - There needs to be stronger interconnectedness of global, regional and domestic OGP processes. Global-level efforts and engagement help pay dividends domestically, for example by raising awareness of OGP at all levels of government.
    - Open government reforms should not focus on openness for the sake of being open. They should be focused on services and having a positive impact in the lives of citizens.
  - It was noted that only 20 percent of completed action plans led to significant opening of government. While there is an initial set of results, these need to be scaled up and mainstreamed.

- **Political transitions** can impact the sustainability of implementation of reforms, and it was suggested that OGP could work with political parties to embed OGP in their campaigns to help with these transitions.
- The SC members are part of the leadership group of OGP for a reason, and therefore need to play a strong political role. In addition, there is a need for OGP to engage other regional champions outside the SC circle and help them contribute without joining the SC.
- The government-only gathering that preceded the SC meetings was praised as a mechanism to build esprit de corps and stronger connections. However, it needs to be a sustained effort instead of a one-off exercise.

Session 1c - Summary, 3YP Presentation
Following the initial discussion in response to the Health of the Partnership presentation, Joe Powell, the Deputy CEO, Support Unit (SU), presented an overview of OGP's Three-Year Implementation Plan (3YP).

The presentation focused on the three areas of feedback received through consultations since the 3YP was first presented to the SC in December 2019:

1. **Universal versus focus support**- clearer differentiation between universal support to all civil society and government reformers, and the focus areas where there are particular opportunities for progress.
2. **Defining 'focus' and its criteria** - changed "priority" to focus from the previous drafts as it was not intended to prioritize areas or countries over others since all countries, commitments and policies should be able to access support. It is necessary, however, to select a few specific areas to focus energy on specific impact, including the considerations to help define a focus area.
3. **Can We Get It Done?** - in order to answer questions received on whether the 3YP is realistic, achievable, and monitorable, an entirely new section of '2020 activities' and '2020 budget' has been added to break down universal allocations (~60%) vs. focus (~40%), including staff focus, as well as a monitoring and evaluation plan.

The 3YP is intended to be flexible, adaptable, and sensitive to political changes. There will be regular opportunities to share progress and course-correct as necessary.

The agenda for this meeting has been developed with a focus on discussing the "how" it will be implemented, and provide the space for discussion on different areas of the plan and how they could be improved.

A list of suggestions for the 3YP and "OGP at 10" have been kept which is summarized in the closing of this meeting.

Some highlights from the SC interventions include:

- Request for the website to further clarify that OGP can cover any theme, but that based on data of what OGP members are working on, and global trends of where OGP can add value, there will be a smaller number of focus themes.

- Agreement that focus areas are needed while staying flexible in the next three years.
- Desire to see the framework and indicators for measuring progress, milestones and sustainability.

Session 2: Universal Platform Updates and Decisions

Session 2a - Criteria and Standards Subcommittee (C&S)

During this session, the SU provided a brief overview of the Subcommittee's mandate, including the highlights from 2019 and core areas of work for 2020:

2019 Highlights	2020 Work Plan

1. Procedural Review (OGP Process)
   a. Montenegro and Bosnia and Herzegovina out of "inactive" status
   b. Luxembourg and USA out of Procedural Review
   c. Trinidad and Tobago no longer an OGP member
2. Response Policy (OGP Values)
   a. Mexico Response Policy Case closed
   b. Azerbaijan remains suspended
3. Rules of the Game
   a. Articles of Governance Update since 2015
4. OGP Eligibility Scores update (annual process)
	1. Procedural Review (OGP Process)
	   a. Eight countries under "Procedural Review" due to acting contrary to process for two consecutive cycles: Bulgaria, Ghana, Ireland, Israel, Jamaica, Malawi, Malta, and South Africa
	   b. These countries are at risk of being designated inactive in 2021 if they act contrary to process again this year.
	2. Response Policy (OGP Values)
	   a. One active case: Azerbaijan (currently *Suspended*)
	3. Rules of the Game
	   a. Develop a flexible, multi-year action plan model
	   b. Streamline and simplify the OGP Participation and Co-Creation Standards
	4. OGP Eligibility Scores update (annual process)

Following this brief presentation, the SU provided an update on the two inactive cases tabled for SC decision at this meeting:

Pakistan - brief overview (see detail update [here](#)):
- Pakistan joined OGP in 2016.
- Failed to submit an OGP action plan in 2017, 2018 and 2019 and has been under review since 2019.
- The SU made several attempts to re-engage with the Government of Pakistan and informed them of the possibility of being designated inactive by the SC in February 2020.

- Currently, there is a draft of the action plan developed in 2017 under the previous government.
- Administration changed in 2018, after which the OGP process has not been resumed.
- The SU called on SC members who work with stakeholders in Pakistan to help provide high-level outreach to ensure the government re-engages in OGP within one year to avoid expulsion.

Decision: The Steering Committee unanimously resolved to designate the Government of Pakistan as inactive in OGP. See the inactivity resolution here.

Jamaica - brief overview (see detail update here):
- Jamaica joined OGP in 2016.
- Failed to co-create an OGP action plan in 2017, 2018 and 2019; has been under review since 2019
- The SU launched a re-engagement strategy in 2019 and is in constant communication with CSOs and the Government.
- The SU received a letter from the Government of Jamaica with a roadmap to develop an action plan a day before the SC met to discuss its participation status.
- C&S reviewed and approved the roadmap provided by the Government of Jamaica and updated the resolution accordingly.

Decision: The Steering Committee acknowledged the high-level commitment and roadmap for delivery of Jamaica's first OGP action plan in 2020. The Steering Committee further resolved that failure to deliver an action plan by 31 December 2020 will automatically result in Jamaica being designated as inactive in OGP. See the resolution here.

In addition to these decisions, members of the C&S Subcommittee shared the outcomes of the Subcommittee's in-person meeting that preceded the full SC meeting:
- The C&S requested that the SU provide quarterly check-ins regarding the status of countries that have acted contrary to the OGP process in order to avoid having to place them under review or in inactive status.
- The C&S requested that the SU establish a space to discuss with the Governance and Leadership Subcommittee (GL) a mechanism to allow OGP and the SU to rapidly respond to civic space threats.

Session 2b - IRM Refresh
During this session, Denisse Miranda, Chief of the IRM, presented the IRM Refresh proposal, which had undergone extensive consultations in 2019.

The proposed changes are intended to make the IRM more **simple**, **fit for purpose, results-oriented**, and **prioritized**:
1. Products are shorter, more dynamic with a simplified review process and workflow.
2. Reports are around key information needs from IRM users.
3. Analysis is focused on results, outcomes, and factors of change during implementation.
4. IRM will continue to collect data on all commitments, but products will focus on deeper analysis at the reform or policy level.

The proposal builds on three key moments when flexible IRM products would add most value:

1. **Co-creation brief** - brings in lessons from previous action plans, serves a learning purpose, and informs co-creation planning and design (delivered three months before co-creation starts).
2. **Action plan review** - a quick technical review of the quality of the action plan and overall co-creation process. It identifies promising policy areas or reforms to inform implementation support (delivered 3-4 months after action plan is submitted).
3. **Results report** - an overall implementation assessment that focuses on policy-level results and how changes happen. It also checks compliance with OGP rules and informs accountability and longer term learning (delivered four months after the action plan ends).

The next steps in the IRM Refresh include:

- **March - December 2020:** IRM will roll out a dissemination strategy to communicate changes.
- **March - June 2020:** IRM will develop guidance and templates for new IRM approach.
- IRM Refresh changes will be implemented immediately.

Lastly, it was highlighted that 2019 action plan reviews are already underway with the current model. A transition plan has been put in place to alleviate the burden of reporting while the IRM refresh changes are implemented. This includes simplified templates and fast track strategies in the IRM's internal workflow.

Some highlights from the SC interventions include:

- The shift toward deeper analysis on results was highlighted as a key gain from the proposal.
- The balance between learning and accountability was welcomed, given that the IRM not only has ample amounts of data, but also tools to provide direction and strategic insights to the wider Partnership at the domestic and international levels.
- While the IRM cannot predict government transitions, having ongoing monitoring could be really helpful.
- Results reports need to be seen as strong, independent reviews to prevent being perceived as too critical or not understood, which could lead to rejecting OGP as an opportunity for high-level political engagement. A neutral approach is necessary when reporting on country context.
- Communications and guidance products will be key so that internal processes are understood by everyone, especially to "outsiders".
- The IRM was called to continue engaging the SC and reporting on progress of the IRM refresh to the group, including on development of any "Rules of the Game" needed with the C&S Subcommittee.

Decision: The Steering Committee endorsed the IRM Refresh by consensus.

Session 2c – Local Strategy Implementation Plan Update
This session was non-decisional. During the session, the SC was reminded that the OGP Local Strategy was unanimously approved by the SC in 2019 at the Ottawa meeting.

The strategy and implementation design process has been overseen throughout by a "Local Task Force" composed of the following SC members: Argentina, Canada, South Korea, Robin Hodess, Lucy McTernan, and Maria Baron. In addition, the process included extensive consultations with the OGP community on strategy and design (e.g. interviews, surveys, in-person workshop in 2019, and webinars with the wider community).

Successful implementation of the Local Strategy has potential major dividends for the Partnership as local open government is key to delivering on OGP's vision of citizen-centered government and to promoting an open-state approach. The Local Strategy allows an integrated approach to achieving this vision by combining the efforts of national and local actors. The implementation plan presented to the SC incorporates feedback received to date. Implementation will commence in April-May 2020.

The SU presented an overview of key activities and approach for the next three years on each strategic pathway for promoting open local government:
1. Using the national OGP platform dialogue processes for promoting national-local collaboration
2. Expanding the Local program in an scalable and sustainable way
3. Strengthening OGP's knowledge and learning offerings and building community of practice for local open government

2020: Initial Implementation Phase (getting all components of the strategy up and running)

National - Local	Local Cohort	Knowledge & Learning
+ Handbook with examples and approach + Initial guidance on NAPs and MSFs + Virtual peer exchanges	+ Program design + Intake of up to 50 members + Orientation of new members	+ Local website revamp - one-stop access + Pilot online orientation & ongoing learning + Develop and launch mentorship program + Test platforms and apps for learning & community building

2021: Review and Iteration Phase (year of reflection to inform how we move forward)

National - Local	Local Cohort	Knowledge & Learning
+ In-depth case studies and stories + Review effectiveness of guidance + Scope additional support needs	+ Review intake process, frequency and size + Review orientation & onboarding approach + Potential new intake of Locals + First action plans due	+ Improve knowledge & learning offer + Implement improved platform for learning and knowledge sharing + Pilot partnerships with public administration school + Establish learning partnerships

2022: Full Implementation Phase (year to agree on scope and timeline to review the strategy implementation)

National - Local	Local Cohort	Knowledge & Learning
+ Stronger incentives & value proposition + Regular mining of case studies & stories to feed into knowledge & learning	+ (subject to review), intake of new Locals + Regular mining of case studies & stories to feed into knowledge & learning + Self assessment and lessons harvested + Thematic deep-dive assessments	+ Continuous improvements to the offer and the platform + Self-sustaining communities of practice on open local government

Some highlights from the SC interventions include:
- The need to ensure alignment with 2030 Agenda for Sustainable Development. Open government approaches will be critical to success of localizing the SDGs.
- Important to think about the transfer of knowledge between and beyond OGP Local members. This needs to be reflected in the peer learning model.
- Regional and sub-regional networks can be important allies for both the recruitment of new locals but also for sharing knowledge resources (for e.g the network of cities from Visegrad countries, LOGIN Asia etc).
- Development partners working to support local governments should be informed about the new approach and engaged in implementation (e.g. UNDP, USAID, D-LOG etc).
- When inviting more locals to the cohorts, reflect on how to continuously uphold OGP values and principles while ensuring sustainability with OGP resources.
- The need for the SC to help position local open government with other development partners and encourage them to prioritize local engagement and support.
- Argentina, Georgia and Romania offered to work with the SU to test and refine new guidance for inclusion of local commitments in action plans.
- Overall, it will be important to be agile in implementation, try new things but evaluate quickly what works, what doesn't and course correct accordingly.

Session 3: Advancing Thematic Leadership

Session 3a - Overview of Thematic Progress and Leaders Network

The aim of OGP's thematic work is to catalyze the spread of reforms across countries, creating new global norms. In the spirit of the locally-owned platform that OGP provides, the SU will provide core services[1] to all members to advance reforms in any relevant policy areas. Type of support is based on the country context and policy area. Examples include: reviewing draft action plans and providing sample commitments, facilitating peer exchanges, connecting to financial and technical resources, convening communities of practice, and linking efforts to other global and regional fora. Close to 60 percent of the SU's time on thematic work is dedicated to providing **universal services** to its members**,** this includes working closely with

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[1] outlined in the Menu of Services on Page 30 of the draft 3YP document

partners to leverage external expertise and link it to domestic co-creation processes. For **focus areas,** the SU will engage where it can add value to existing coalitions and networks rather than duplicating partner efforts.

The SU presented a data-based overview of themes and examples of comments made in 2019 on focus themes. A few highlights:
- Commitments in many of OGP's focus areas (such as extractives, open contracting, anti-corruption) outperform the global average, and are in line with where the SU has been working closely to strengthen partnerships and provide targeted support.
- There are also strong commitments in other key areas, including OGP Trust Fund or strategic thematic partners (such as environment, right to information, and fiscal openness).
- Ambition is lacking in commitments related to justice, civic space, and gender. These are newer areas for the OGP where new communities are engaging, and therefore additional SU support is needed.

Despite this progress, challenges remain that would benefit from SC leadership and action:
- To mainstream gender and inclusion across sectoral reforms (e.g. gender and anti-corruption, gender and budgeting etc.).
- To scale innovative channels to deepen citizen participation and input into the policy cycle (e.g. citizen assemblies), and facilitate representation particularly from impacted communities or underrepresented groups.
- Creating justice commitments that go beyond making judicial systems more transparent to expanding access to justice for underserved communities, in line with the vision for SDG16+.
- To lead and support peer exchange activities with other members, and inviting actors such as the private sector and youth to participate in these conversations.

The OGP Leaders Network
While the SC plays a critical role in advancing thematic leadership, it was recognized that many members outside of the SC are also leading on innovation in different policy areas. The aim of the OGP Leaders Network, launched as a pilot program by the current Co-Chairs, is to foster and highlight innovation and leadership by government agencies/units, working with civil society. The Leaders Network will showcase innovation by early adopters on tools and solutions in emerging open government areas. The Leaders Network will be launched as a two-year pilot. It complements the role of the Ambassador/Envoys and other thematic initiatives in OGP such as the thematic Trust Fund grants to civil society. The SU will play a very active role in supporting the scaling of the Leaders Network, including through funds as part of the 2020 budget and prioritizing strategic communications.

Next Steps:
- The SU will work with GL on the selection process and criteria and share a shortlist with the full SC.
- GL will consult with the Thematic Leadership Subcommittee (TLS) on criteria.
- The OGP communications team will develop ways to spotlight the work of the leaders and provide strategic communications support.

Some highlights from the SC interventions include:
- For OGP to be a relevant global partner, other partnerships and larger communities of practice outside of the SC need to be supported in advancing relevant agendas.
- To make the pilot more concrete and ensure accountability, it is important to define metrics to measure success, as well as goals to follow the two-year pilot.

Decision: The concept of the OGP Leaders Network, as a two-year pilot, was approved by consensus.

Session 3b - Focus Theme: Digital Governance

Since its inception, OGP members have advanced reforms that leverage the potential of technology for good - from streamlining public administration systems to empowering citizens to monitor services. However, over the last few years, undisputed global trends related to the misuse of digital technologies are undermining democracy and threatening civic space and privacy. In some countries, the OGP process is being used to protect against this misuse through commitments on issues such as transparency of algorithms, data protection, and strengthening electoral laws in the digital era. 13 ministers met on the sidelines of the Ottawa Summit in 2019 to discuss this emerging topic and agreed to help coordinate a coalition of governments and civil society working on this topic in OGP. Most recently, OGP commissioned a strategy input paper on digital governance, which can be accessed here.

Three external speakers shared their perspective and experience in this topic:
Lisa Witter, Co-Founder and Executive Chairperson of Apolitical, noted that most governments work on an 18th century model, with 20th century technology trying to solve 21st century problems. The challenge is therefore how to address situations and knowing which skills are needed by public servants. Apolitical can work with OGP to identify necessary skills and mechanisms.

Ambassador Thoelken, Special Representative for International Digitalisation Policy and Digital Transformation, Federal Foreign Office, Germany, highlighted that implementing open government principles can be a challenge because they require changing the way bureaucrats and civil servants operate. However with the ways that government, economy, and society interact, changing, the public sector needs to adapt to stay relevant and agile.

Camille Grenier, Project Lead, the International Initiative on Information and Democracy, highlighted the need to create new principles to information disorder, citing the fact that in its absence, private companies are creating the norms in information management and policy. He encouraged OGP members to join the International Partnership on Information and Democracy and advance recommendations through their OGP action plans.

Some highlights from the SC interventions include:
- Within digital governance, OGP could focus on three areas: 1) use of digital to open government (e.g. open contracting or other platforms); 2) governance through digital technology (e.g. use of artificial intelligence and algorithms for tax, justice, and other areas of government); and 3) governance of digital technologies (e.g. regulation of how these are used whilst protecting privacy rights).

- Contexts and thus approaches to digital governance differ widely between countries and regions. This should be carefully considered in order for OGP to advance principles on digital governance globally .
- In many cases, priorities at the local level are about narrowing the digital gap. The Government of Argentina shared that, as part of its digital agenda, Argentina will offer a free platform for local governments to scale technological solutions for open government - such as an open data portal, open budget platforms, online public consultation tools.
- Some SC members felt that OGP should be ahead of the digital debate, going beyond just the use of technology to discuss issues like protection against data privacy, fake news, and other threats to civic space.
- The private sector needs to be more proactively engaged in this topic.

Session 3c - Focus Theme: Civic Space

This session began with an overview of the state of civic space in OGP, a focus policy area under OGP's 3YP. The 2019 OGP Global Report and the Economist Intelligence Unit showed that OGP members were not immune to the global decline in civil liberties. As part of the Global Report, OGP compiled third-party data from various sources to better understand performance in specific policy areas. This session sought to discuss concrete initiatives to strengthen civic space that have been undertaken by OGP members and partners in the past year.

Three invited guests shared their work on initiatives and areas of possible support: Alessandro Bellantoni, Acting Head of the Open and Innovative Governance Division and Head of the Open Government Unit, OECD introduced the OECD's Civic Space Observatory. He highlighted that while there are several civic space experts and organizations working on this topic, the value add that the OECD Observatory could bring to the table is the voice of the policy-makers in government. Alessandro further shared some of the forthcoming deliverables for the Observatory, including a global civic space survey, civic space country scans, and civic space participation mechanisms.

Katju Holkeri, Government of Finland OGP Point of Contact and Chair of the OECD Working Party on Open Government, shared the Finnish approach to open government where the government as an enabler is a core component to "support civil society's possibilities and tear down barriers to its activities". She highlighted that while Finland ranks very high on open government, there is a trend of declining trust in actors among civil society, and how these factors contribute to prompting Finland to be the first country to undergo an OECD civic space review.

Waltraud Heller, Programme Officer - Cooperation with Civil Society, Institutional Cooperation and Networks Unit, European Union Fundamental Rights Agency, highlighted the work done by the EU Fundamental Rights Agency (FRA) to promote civic space as a key precondition for the protection of human rights. She recommended that OGP members could take steps to include more commitments bridging evidence-based gaps in their enabling environment policy frameworks. She further highlighted the importance of strengthening the co-creation process and linking closely with human rights organizations and agencies. Finally, she

recommended the creation of a Taskforce of SC members and interested partners, to coordinate more closely on civic space in OGP.

Some highlights from the SC interventions include:
- Maria Baron shared details of the Civic Space Guardian, an newsletter with alerts related to legislative proposals that could positively or negatively impact civic space. This is currently focused on Latin America but could be expanded globally.
- The SC could play a more active role in rapidly identifying and publicly responding to worrying civic space issues in OGP countries. While there is no shortage of policy recommendations on civic space, the real gap lies between concretizing recommendations into actual commitments in OGP action plans. SC member countries could lead by example on this matter and encourage other countries to follow.
- Shrinking of civic space is a political/power issue, and not a technical issue. This has caused OGP and other international initiatives to struggle in addressing it because it entails addressing power dynamics and social contracts between those governed and those who govern.
- Some areas for improvement and major areas of OGP focus could include:
  - implementing the recommendations from the global report;
  - the IRM scanning action plans with a civic space lens;
  - giving positive public recognition to OGP members implementing ambitious reforms on civic space
  - fostering more diversity and inclusion of other spaces/stakeholders/players alongside OGP (extractives, human rights, etc) to help with civic space, bring legitimacy to asks around civic space and expertise needed;
  - developing clearer and faster mechanisms to deal with crises
- When discussing civic space, a key area that must be discussed is access to resources as there are several challenges related to civil society funding.
- Nigeria was recognized as the only SC government with a commitment tagged as "civic space" in the current cycle of action plans - and only a few other SC governments have had civic space commitments in previous cycles. The Government of Nigeria further requested the OECD to do a civic space scan of the country.

Session 4: Advancing Global Leadership
Session 4a - Global Context
This session focused on how global advocacy can spur country level activity and position OGP in key international conversations. This can be accomplished through global and regional events, leveraging global platforms, stronger political leadership and smart use of campaigns, and by showcasing the work of reformers and champions.

In 2019, OGP launched its first integrated and cross-cutting campaign, *Break the Roles*, at the Ottawa Summit, where inclusion was one of the four primary tracks. The campaign reached its goal of 30 percent of OGP members taking action that year and is the fastest growing thematic in new 2020 action plans.

The SU presented how different elements of the *Break the Roles* campaign worked together to achieve these successes.

Key Campaign Successes:
- Bosnia and Herzegovina, Italy, and Philippines all made gender-related commitments for the first time in 2019.
- The campaign hit the 30 percent goal of OGP members taking action - 18 gender commitments cutting across core OGP priority policy areas.
- At the Ottawa Summit, there were 11 sessions with a gender-specific lens, including two sessions hosted by Open Heroines. For the first time, a majority of speakers on the Summit stage identified as women. Additionally, a Feminist Open Government side event attended by 180 participants enabled participants to define and advance key thematics.

Looking ahead, the OGP communications team will continue to evolve *Break the Role*s and take the lessons learned from it to develop a campaign for "OGP at 10".

Some highlights from the SC interventions include:
- Campaigns should be a more integral part of OGPs work, but without being too OGP-centric. The focus should be to simplify issues in such a way as to appeal to the wider public without the need to understand what an action plan or a commitment is.
- The campaign was a formidable mechanism that pushed to create a real difference and momentum.
- When considering a campaign, the SU should think through how to engage a wider audience and go beyond social media/one-off events to leverage for lasting change. In the gender campaign, for instance, more involvement from men would have been welcome.
- Open government advocates don't always naturally find their way to OGP, but once they are given an entry point at global fora they remain involved. The SU should be more systematic about mapping potentially relevant contacts and stakeholders to approach.

Following the plenary session, the group was split into groups to have in-depth discussions on different items under the OGP@ 10 umbrella.

Session 4b - Brainstorm Sessions: Towards OGP at 10 (OGP@10)

Breakout Session 1: Creating the OGP@10 Rally Cry for the Community
This session reflected on previous OGP campaigns and how to create a forward-looking campaign such as "OGP@10".

- The 10th anniversary of OGP should focus on forward-looking communication and outline a vision of what is to come.
- An appealing message could be to focus on open government being about people, inclusion, empowerment, and highlighting benefits both for governments and citizens across different continents.
- A clear target audience should be defined - will this be a campaign for the OGP core community or an external campaign focused on new audiences?
- The SU should consider a campaign targeted at governments to take specific actions.

Breakout Session 2: The Road to the 10th Anniversary Summit
This session reflected on previous high-level events and summits, and thought through what a successful 10th anniversary Summit in 2021 would look like.

- The 2021 Summit will be an important moment for renewing high-level political commitment and a way to signal this renewal clearly should be developed.
- The 2021 Summit should engage a broader range of actors including Heads of State/Government, ministers, parliamentarians, and the judiciary. Civil society leaders must also be elevated. Speaking slots and other forms of visibility should not be limited to international organizations. To enable broader participation, it is important to have at least six months for people to identify resources to fund participation.
- While the Summit needs to engage high-level leadership, it will also be an important moment for open government practitioners to expand their knowledge and networks. The sequencing of political and technical tracks should be designed with this in mind.
- The tone and framing will be key. Portraying it as an "OGP Summit" could have an unintentional, inward-looking connotation. Branding will be key to conveying its broader nature, to be forward looking and to engage new communities and leaders.
- Mainstream media and average citizens need to hear about the Summit through major global media outlets in addition to local media from the host country.

Breakout Session 3: Strengthening the Rules of the Game for OGP@10
This session looked at the rules of the game changes C&S plans to undertake in 2020 as part of their work plan for concrete SC input on them and to gather other forward-looking ideas.

- Streamlining "co-creation and participation standards" - simplification based on lessons learned from three years of implementation.
- Develop a model that provides greater flexibility on length and delivery date of action plans. In particular, the SC would like action plans that allow taking into account electoral cycles and mandates and encourage the creation of action plans linked to larger government strategies. The SU should also consider ways to encourage more ambitious commitments in action plans.
- Create a "Voice of OGP", a mechanism to enable the SU to respond to civic space threats quickly. This mechanism will entail developing a framework to allow OGP to respond swiftly when member countries promote or adopt laws or policies that curtail civic space, avoiding any potential delays arising from multilateral, diplomatic engagement processes. The SC welcomed the idea, noting that it would require a clear set of rules, criteria, checklists, protocol, etc. This could be part of the broader civic space strategy to be advanced by the SC and embedded into the workplan of the C&S Subcommittee.
- Any changes to the rules need to be approved by September 2020 in order to be ready for rollout in January 2021 with the appropriate guidance materials.

Session 5: Country Level Leadership
Session 5a - Focus Countries Context

The session opened with an introduction of the support and core services provided to all OGP stakeholders - government, civil society, and others - to enable them to use OGP's universal platform to advance their open government goals domestically - and internationally. It introduced the SU's approach to more 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 in countries on which we will focus more closely during the 3YP period.

The SU stressed in particular that the objective of "Country Support' hasn't changed since 2012. It is to make sure that OGP provides all in-country stakeholders, not just governments, working on OGP with the information and inspiration needed to use the platform to deliver ambitious open government reforms. However, the type and depth of support has changed over the years with the universal service offering extending far beyond explaining the OGP rules. The support has become more tailored and strategic, more complex and political.

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 given time. This means that in addition to strengthening the support provided through the universal platform, there will be moments for the SU to provide intensive, advanced support - with the help of the wider partnership - to a set of focus countries where it can make a tangible difference, where a risk can be managed or a clear political, thematic or strategic opportunity exists to advance or accelerate reforms.

Decision: The nomination of Carolina Cornejo as the government representative to the MDTF council was endorsed. It was noted that Carolina will be recusing herself whenever Argentina applies for funding from the MDTF.

Some highlights from the SC interventions include:
- The SU could engage more deeply with existing channels, networks and resources of the SC members to provide more peer-to-peer learning, knowledge exchange, and to leverage diplomatic relations across countries and regions.

Session 5b - Regional Huddles
Four regional breakouts discussed individual regional challenges and opportunities, focusing on concrete actions that the SC can take to collectively, and individually, support countries in each region.

Breakout Session 1: Africa & MENA
- Strategic coordination: OGP appears to lack a clear, coordinated regional approach for Africa. The absence of a regional meeting in the last few years has made coordination more challenging.
- Issues to advance:
  - More than half of OGP Africa members are also EITI-implementing countries, which presents a strong opportunity for thematic cooperation and to raise high-level political leadership and visibility of OGP in the region.

- - Public service delivery is a key challenge across all countries in the region. A stronger narrative on how open government (and OGP) can help tackle questions of access and quality will be useful.
  - Ways of working:
    - OGP needs to be stronger on the "after-sales customer service" elements of engagement with country actors - with respect to governments and civil society.
    - A regional messaging group between the SU and the SC could help align action and messaging.
  - SC Leadership: National governments need to be encouraged to show stronger leadership. A key to unlocking this leadership could be to encourage and elevate subnational members' success.
  - The International Open Data Conference in November in Nairobi is a key moment to bring together stakeholders. Planning on what agenda and messages OGP should pursue on the ground needs to start as soon as possible. OGP should showcase concrete reforms and their impacts on citizens.

Breakout Session 2: Asia-Pacific
  - A lack of genuine ownership in certain countries across the region was noted. Ensuring a strong legislative basis for OGP and open government reforms was highlighted as one way to address the issue of ownership. The need for support from the OGP communications team in developing country-specific value propositions for reformers and funders was expressed.
  - Stronger engagement in focus countries with the help of regional partners such as the Asia Development Bank, the Asia Foundation, and UNDP was encouraged. Renewed outreach to the Asian Development Bank leadership was agreed. The SU will initiate follow-up on this.
  - Issues like civic space, money laundering and illegal narcotics trade pose serious threats in the region and need to be prioritized.
  - The SC has a role in supporting the implementation of commitments in Azerbaijan, particularly in encouraging the fulfillment of commitments related to civic space which will ultimately determine Azerbaijan's future status in OGP. SC governments were also encouraged to reach out to Pakistan which was made inactive, and to eligible and near-eligible countries such as Timor-Leste and Malaysia.
  - SC members expressed a desire to play thematic leadership roles in the region and take the lead in convening smaller thematic meetings.

Breakout Session 3: Americas
  - The SU presented the 2020 plan for the region and highlighted focus themes and areas.
  - There was support to develop a Beneficial Ownership Transparency (BOT) seminar in the region to highlight opportunities that such policies provide.
  - There is a need to sustain the regional conversation and consider a dialogue mechanism that OGP can broker to create a space for discussion of pressing issues like closing civic space in the region.

- Most of the conversation focused on how to explore ways to engage in situations of deep social distrust and generalized protests. What can OGP bring to the conversation in such a context.

Breakout Session 4: Europe
- A regional messaging group between the SU and the SC could help align information sharing, targeted (urgent) action and messaging.
- Open Gov Week presents numerous opportunities across the region with a number of countries already having expressed interest in hosting events (e.g. BOT in Slovakia).
- A mid-level regional retreat in 2021 was suggested.
- Local members are important players and the SC members would like to be updated regularly about the local plans for and progress in the region.
- Outreach and cooperation with Europe-wide civil society should be prioritized in light of funding issues for civil society across Europe. It could build on existing networks and initiatives.

Session 6: Knowledge and Research
Session 6a - Research Context
The SU opened this session with an overview of OGP's research and analysis approach for 2020-22. The results of use-case feedback the SU received regarding OGP's research agenda and products were presented.

Publication Use Survey: Civil Society and Support Unit
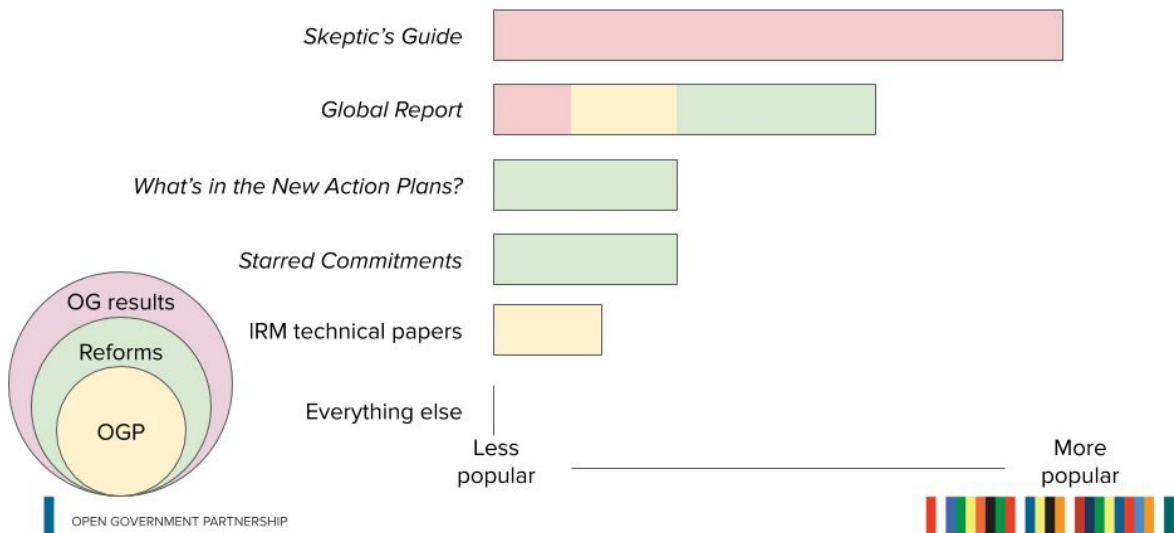
The SU noted that OGP's own research is strongest where the OGP community is strongest, which in turn leads to increased use and reference of said research. Further, OGP's research capacity has been increased in comparison to the previous year, combining third party data with OGP data to allow for more efficient and timely response to requests.

Some highlights from the SC interventions include:

- The SC expressed interest in OGP's website-related data. The data collected since the relaunch of the website in May 2019 will be made available by the OGP communications team.
- The Global Report was praised as a helpful resource for the OGP community which provide a substantive focus on open government issues. If the SU intends to publish further global reports, a comparative analysis between each edition was suggested.
- For future editions it was also suggested to revisit the format of the report (e.g. modular vs. a large volume), and consider how to maximize the usability and value-add of country by country reporting vis-a-vis other products (e.g. IRM reports).

6b - Research Breakouts
Session 1: OGP Vital Signs
This breakout focused on data-driven research to identify where OGP's strengths and weaknesses are, tracking progress on key results indicators and attempting to explain drivers of success and failure.

- A key focus of the research team will be to analyze whether the national structure of co-production, co-monitoring leads to better reforms.
- The question of how transformative reforms are beyond the two-year action plan was raised, which will be part of the forthcoming Oxford Policy Management study.
- The SU noted that "early results" stories were previously produced but were met with little to no interest from the community. Therefore, they are not planned for production in 2020.
- The question of standard-setting was raised by SC members. The SU clarified that OGP is not a standard-setting organization by design, but does partner with standard-setting organizations such as the Extractive Industries Transparency Initiative. OGP benchmarks effort and progress by bringing in third-party partner data. Beginning in this year, we will be able to track whether commitments in a particular policy area can be correlated with improved performance in a particular area.
- Interest was expressed in tracking civil society engagement at the national level. The SU confirmed that this is a priority area for research this year and a number of potential activities can investigate this.
- The SC expressed interest in tracking whether the OGP model of two-year action plans and IRM metrics incentivizes incremental or major policy change. The SU confirmed this research will be undertaken.
- Interest was expressed in tracking the level of uptake into action plans of civil society's suggestions for policy areas. This is not part of the current set of research plans, but could be considered for the 2020 Civil Society Survey. The Steering Committee requested to be informed of the survey method and questionnaire for future editions.
- The SC requested evidence to illustrate the value of co-creation, independent or joint evaluation to government ministries and subnational governments. This request will be taken into account as the scope of the "Skeptic's Guide" 2020 is being drawn up. The Steering Committee also recommended that future versions of the "Skeptic's Guide" consider different formats for greater accessibility and branding.

Session 2: Policy Area Research

Participants looked at the three focus areas aligned with the 3YP identified for data collection, analysis, and recommendations: Justice, Political integrity, Digital governance.

- The SC expressed appreciation that the awardees of the Thematic Trust Fund are also working on knowledge products related to focus themes. They requested the SU A&I team link with these partners on their product development for quality control.
- A key (cross-theme) product request is to have sample commitments or research framework that helps map (for each theme) what reforms look like at a minimum standard, intermediate, advanced. In some cases this is more useful to share with relevant government departments rather than research and stories. While those are helpful for speeches, these are helpful in designing commitments.
- Civic space:
  - A checklist/toolkit for governments and civil society, with a step-by-step guide for governments on what to look out for would be helpful.
  - A mapping of key civic space reform frameworks or data, to provide a baseline of what this should be for different countries, was requested. This could draw on OECD's new data collection efforts for this topic.
- Public service delivery:
  - The importance of building on the Global Report work was highlighted. One key area here could be public service delivery commitments in locals, focusing on the open government dimensions of public service delivery.
- Digital governance
  - It was suggested to reframe the buckets to 1) use of digital, 2) governance using digital and 3) governance of digital.
- Open state - more research on independent state agencies (e.g. state audit institutions) and the kinds of commitments they've supported leveraging OGP was requested.

Session 3: Open Gov Results
This session discussed the proposed Skeptics Guide 2.0 around the results and impact of open government.

- Understanding the audience: There was strong consensus in the group that different products are needed for different audiences.
  - For political leaders and senior decision-makers in government, products need to speak to "why they should do something differently" and "who else that I care about is doing it".
  - For civil servants, products need to speak to "how can I do this, given my mandate and resources available to me", "what does this mean in terms of changes needed to ways of working", "what will it cost", and "what do I need to do to get things started/moving".
  - For the general public, products need to speak to why they should demand specific types of reforms and why/how they should get behind reformers implementing such reforms.
  - For civil society, products need to speak to "how do I effectively advocate for a change", and "how have others done this".

- ○ The group also expressed a feeling that the language of products needs to be aligned with language used in public administration. Audience groups were prioritized as follows: 1) civil service, 2) political leaders/ decision-makers, 3) general public and civil society
- Scope of products: Overall, products should reflect not just the outcomes of reforms but also the process that enables them - not just what happened, but how it happened, and why it could happen in that context. Thematic materials are useful for specific meetings - specific thematic skeptic's guide/factsheets, etc., are useful for these. However, the group also expressed a desire for materials that make the case for co-creation, collaboration between government agencies, leadership, and engagement skills. To encourage private sector support for reforms, materials should include the business case for open government reforms. B-Team volunteered to work with OGP in this area. Framing needs to be positive and help people understand how the changes they are being asked to make relate to their ongoing reforms and work, rather than pointing to deficiencies. (Use "positive nudges" but show the significance, relevance and the urgency for action.)
- Format of products: Modular materials are preferred to enable easier translation of specific parts of content that might be useful in a given context. Toolkits that help governments self-assess on progress were also seen as useful across different contexts.

Session 7: 3YP, Budget and Board

Session 7a - Summary of 3YP + Budget Presentation

This session brought back the 3YP following the past three days of discussions. In addition to the feedback received through extensive consultations which the SU shared in the opening of the SC session, this session provided a summary of the input received during the SC meeting over the past three days:

1. **Overall**:
   - Need stronger MEL plan including indicators for 3YP
   - Need for a more proactive use of SC to support Global, Country, Thematic work
   - Reform database with results to create more stories
   - Enhance CSO capacity and resources
2. **Country:**
   - External (website) messaging to sharpen the narrative to explain "universal" and "focus.
   - Strengthen the regional strategies, including creating regional task forces of the SC and ensuring they integrate local engagement
   - Leverage further the role of SC and Ambassadors/Envoys for country support
   - Provide more detail on EU grant and engagement
   - Call for a stronger focus on implementation, including support tools
3. **Thematic:**
   - Clarify "universal" versus "focus" thematic support
   - Add climate change as an "area to watch" and highlight what OGP and the wider community are doing on this

- Identify ways to engage actors that are less familiar with OGP (e.g the private sector)
- Link "Leaders Network" to 3YP themes and engage the SC in implementation
- Target reformers on specific issues even in difficult contexts (e.g. within line ministries)
- Specify areas of engagement with other actors (e.g. private sector)
- Align research to focus themes of the 3YP

4. **Global:**
   - Mobilize SC and Ambassadors/Envoys better for advocacy and campaigns
   - Further review Break the Roles in 2020 to help inform next campaign

These changes will be added to a final version of the 3YP that will be circulated with the minutes of the meeting.

In addition to the feedback on the 3YP, the SC was asked to share ideas for "OGP@10", looking towards the 10th anniversry of OGP in 2021. The SC input included:
- Involve the SC in planning the OGP@10 campaign
- Co-create efforts to renew high-level commitment to OGP. One idea is to produce a video of all OGP Heads of State "renewing their vows" to the open government declaration that all participating members endorse at joining along with a specific new open government commitment.
- Identify smaller, regional or thematic action-forcing moments in the run up to the 10th Anniversary Summit in 2021. This could include developing an "Open Gov Month".
- Produce a succinct history product of the first ten years of OGP, highlighting one key achievement per year ("10 x 10").

Some highlights from the SC interventions include:
- The SC needs to support OGP as an organization, for example encouraging all members to fulfill their financial contributions. If all members paid this would bring an estimated USD 4.8 million of revenue per year.
- Keep utilizing OGP as a means to an end (e.g. use OGP as a lever to strengthen open government and other global standards such as the EITI standard, without duplicating efforts but rather supporting new and ongoing ones).
- Develop a strategy to better leverage Ambassadors/Envoys.
- Celebration of the "OGP at 10" milestone should also focus on concrete commitments from Heads of State and Government.

Decision: the 3YP was endorsed by consensus.

2020 Budget
Following the endorsement of the 3YP, the Chief Financial and Operations Officer, Kate Lasso, presented the proposed budget to support the 2020 activities under the 3YP.

A detailed proposal of the budget can be found on page 76 of the pre-meeting packet.

Decision: The SC endorsed the budget proposal to support the 3YP activities in 2020. The proposed budget was then sent to the Board of Directors for approval.

Session 7b - Joint Board - Steering Committee Session

The objective of this session was to have a discussion on the relationship between the Board of Directors and the SC. This was the first joint in-person session of the two bodies.

The Chair of the Board, Mark Robinson, was joined by Board members, Mukelani Dimba and Laura Gorrie, to provide an update on the recent activities of the Board. The Chair of the Board highlighted that two new Board members were recruited, Aidan Eyakuze from Twaweza, and Stefano Pizzicannella from the Government of Italy, to fill the vacant seats following his and Nathaniel Heller's term conclusion on 9 March 2020. In 2019, the Board's activities focused on two important areas of work:
   a) the organizational strengthening of the OGP Secretariat as an independent non-profit entity with global reach;
      ○ In February 2019, the Board approved a proposal to incorporate a subsidiary office in Brussels, Open Government Partnership Europe. OGP Europe was incorporated in May 2019 and has become the official employer of all OGP staff in EU member countries.
      ○ In early 2019, OGP Secretariat's legal counsel confirmed that the organization would benefit from a change in its bylaws, to allow for a range of Board members, from 3 to 6, rather than requiring 6 members on the Board of Directors at all times. This was approved in January 2019.
      ○ 2018 OGPS Audit: The audit firm provided a clean, unmodified opinion and found no material weaknesses or deficiencies.
      ○ The creation of an organizational Risk Register, with recommended risk mitigation actions
   b) capacity building activities of the Board itself.

The Chair also highlighted that the Board has fiduciary and legal oversight, compared to the strategic oversight role that the SC holds. A summary of the Memorandum of Understanding governing the relationship between the two bodies was shared in advance of this meeting and may be found here.

Some highlights from the SC interventions include:
   ● Fundraising strategies for open government have not come up systematically at SC meetings. Interest was expressed in exploring the formation of a joint SC-Board financial planning group, so SC and Board can join forces in fundraising. It was highlighted that all SC governments fulfill their financial contributions to OGP, but fewer than half of all OGP members fulfill their country contributions. A number of SC members offered to help in increasing the number of country contributions.
   ● To improve and sustain communications between both bodies it was suggested that the Board, or some representatives, join quarterly calls with the GL Subcommittee.

Following closing remarks from the Chairs and the Government of Germany as hosts, the SC meeting was adjourned at **16:07 on February 27, 2020.**

List of Attendees

GOVERNMENT STEERING COMMITTEE MEMBERS

Government of Argentina (Lead Steering Committee Co-Chair)

César Gazzo Huck	Undersecretary of Open Government and Digital State, Secretariat of Public Innovation
Carolina Cornejo	Director of Open Government, Secretariat of Public Innovation
Carola Del Rio	First Secretary, Ministry of Foreign Affairs

Government of Canada

Mélanie Robert	Executive Director, Information Management and Open Government, Office of the Chief Information Officer (Treasury Board of Canada Secretariat)
Jeff Ball	Director, Open Government, Office of the Chief Information Officer (Treasury Board of Canada Secretariat)

Government of Georgia

Ketevan Tsanava	Head of the Public Administration Division, Administration of the Government of Georgia

Government of Germany

Eva Christiansen	Director-general for the Political Planning, Innovation and Digital Policy Department, Federal Chancellery
Tobias Plate	Head of the Digital State Division, Federal Chancellery
Ambassador Hinrich Thoelken	Special Representative for International Digitalisation Policy and Digital Transformation, Federal Foreign Office
Sebastian Haselbeck	Policy Advisor, Division for Digital State, Federal Chancellery

Government of Indonesia

Slamet Soedarsono	Deputy Minister for Political Affairs, Law, Defense, and Security, Bappenas
Tatang Muttaqin	Director of State Apparatus, Bappenas
Agus Salim	Minister Counselor of Political Affairs, Embassy of the Republic of Indonesia in Berlin, Germany

Government of Italy

Marco Marrazza	OGP Advisor, Department for Public Administration
Stefano Pizzicannella	Director of International Relations, Department for Public Administration

(remote)

Government of Nigeria

Clement Ikanade Agba	Minister of State Finance, Budget & National Planning
Anne Nzegwu	Director of Reform Coordination and Service Improvement, Ministry of Budget and National Planning
Philip Ugbodaga	Chief of Staff to the Minister of State Budget & National Planning
Stanley Achonu	OGP Coordinator Nigeria

Government of Romania

Petrică Lucian Rusu	State Secretary, Secretariat-General of the Government
Larisa Panait	Advisor and OGP Point of Contact, Secretariat-General of the Government
Nicolaie-Cătălin Mihai	Advisor, Secretariat-General of the Government

Government of South Korea (Incoming Steering Committee Co-Chair)

Yujin Lee *(remote)*	Deputy Director, Innovation Planning Division, Government Innovation Planning Bureau

CIVIL SOCIETY STEERING COMMITTEE MEMBERS

María Baron (Incoming Steering Committee Co-Chair)	Directorio Legislativo
Helen Darbishire	Access Info Europe
Aidan Eyakuze *(remote)*	Twaweza
Delia Ferreira Rubio	Transparency International
Robin Hodess (Lead Steering Committee Co-Chair)	The B Team
Giorgi Kldiashvili	Institute for Development of Freedom of Information
Tur-Od Lkhagvajav	Asia Democracy Network
Lucy McTernan	University of York
Elisa Peter	Publish What You Pay
Zuzana Wienk	White Crow
Asma Cherifi (Additional Steering Committee member)	TACID Network

Glynnis Cummings-John (Additional Steering Committee member)	Restless Development

ADDITIONAL GUESTS	
Lisa Witter	Co-Founder and Executive Chairperson of Apolitical
Camille Grenier	Project Lead the International Initiative on Information and Democracy, endorsed by the G7 in 2019
Katju Holkeri	Katju Holkeri, Government of Finland OGP Point of Contact and Chair of the OECD Working Party on Open Government
Alessandro Bellantoni	Acting Head of the Open and Innovative Governance Division and Head of the Open Government Unit, OECD
David Michael Goessmann	Policy Analyst, Public Governance Directorate, OECD
Claire McEvoy	Policy Analyst, Public Governance Directorate, OECD
Waltraud Heller	Programme Officer - Cooperation with Civil Society, Institutional Cooperation and Networks Unit, European Union Fundamental Rights Agency
José Marin	Programmes Coordinator, Public Sector Integrity Transparency International
Jameela Raymond	The B Team
Juanita Olaya	IRM International Experts Panel
Mukelani Dimba	OGP Board of Directors
Laura Gorrie	OGP Board of Directors
Mark Robinson	OGP Board of Directors

APOLOGIES	
Government of France	
Government of South Africa	