

Creating OGP's Future Together

Strategic Planning 2023-2028

PHASE 1 REPORT

Open
Government
Partnership



In This Report:

About this Report	1
Executive Summary	3
Background	6
Process Design and Scope	7
Outreach and Getting People Involved	8
Who Has Participated	10
Sense-Making Process	13
What We've Heard	13
On the biggest contributions open government can make in the next 5 years	13
What are the three most significant challenges or opportunities in your context that open government approaches can positively influence over the next five years?	13
Key Takeaways	19
On OGP's role and focus in the next five years	22
Where should OGP invest its energy and how can it improve its support to open government efforts in your context, (i.e. in your place or on your issue areas) and globally?	22
Key Takeaways	28
What's Next	32
Process next steps	32
How can you contribute to Phase 2?	32
Meeting OGP Standards and What We've Learned So Far	34
Annex	36

About this Report

This report provides a summary of the process and emerging insights from the first phase of OGP's process to co-create a new strategy for 2023-2028. It focuses on the challenges and opportunities open government can most positively influence in the next five years and the best contributions that OGP can make.

The aim of the report is to analyze and reflect back to you - the OGP community - what we've heard so far and how it is shaping the scope and process for the next phase of strategy development and to hold us accountable to [OGP's Co-creation and Participation Standards](#).

The report is based on the OGP Support Unit's analysis of the data and subsequent sensemaking process and will be used to inform deliberations and decision-making by the OGP Steering Committee on the future role and contributions of the Partnership and shape further public consultations planned for the remainder of the strategy development process.

1. Executive Summary

Ahead of Open Gov Week in May 2022, OGP launched the process to develop a new strategy for 2023-2028 to apply the lessons learned from our first decade to meet the current and future challenges open government reformers face. OGP's tenth anniversary was marked by the extraordinary growth of our movement but also shortcomings in delivering OGP's vision and mission, against a backdrop of democratic backsliding [[ref: page 1 of the report for more on rationale](#)].

The process to develop the new strategy will run until March 2023. There are three iterative phases. In the first phase, we examined the contributions of open government and OGP heading into the strategy period. In the second phase we will explore the specific role OGP can play and the models and strategies it can use to make those contributions. And finally, in the third phase, we will develop the operating model needed to deliver the new strategy. This report takes stock of the process to date as we prepare to close out the first phase and enter the second [[ref: page 6-7 on process scope, design and phases](#)]

It is crucial for this strategy to be shaped not just by the Steering Committee or the Support Unit) but the wider OGP community and reformers not actively engaged in OGP processes. OGP must strive to live up to its own Co-Creation and Participation Standards and ensure that the new strategy has the support and ability to revitalize the community as OGP enters its second decade. We received input through online and offline, synchronous and asynchronous channels, including a stakeholder survey, online and offline events, and a real-time online polling tool. Options were provided for any interested stakeholder to convene their own consultations within their country or local MSFs or networks that are not directly engaged with OGP. To date, between 800 - 1000 people have contributed to the process. [[ref: page 8-9 for outreach and participation details](#)]

There is a lot to distill from the rich and wide-ranging contributions received. **There are, however, some** clear trends and areas of convergence and divergence emerging at this stage. Here is what you said:

1. **Open government values and approaches are still vital, but OGP should have a more strategic focus in its second decade.** Heading into the consultations, there have been several debates at recent OGP fora on whether open government still has the resonance and appeal it did when OGP launched in 2011. The consultations show that indeed the enabling environment for open government has worsened in recent years - significantly so, in many places - and there are real concerns around the priorities of political leaders and funders potentially shifting away towards other areas. However, what is also clear from the consultations is that the response to these trends requires a doubling down on the effort to advance transparent, accountable, participatory, and inclusive government, through smarter, more focused and strategic approaches and renewed investment in the reformers leading the fight. That said, the consultations show that for open government and OGP to remain relevant, we need to move away from one-off, tokenistic approaches or pilots that wither away over time and mainstream more meaningful proactive disclosure, participation, and accountability across government. Participants emphasized

OGP's continued role in strengthening citizen participation. [\[ref: pages 12-18 on OGP contributions\]](#)

- **One way OGP can address democratic backsliding is by showcasing better 'democracy-in-practice'.** Unsurprisingly, democracy and open government are seen as inextricably intertwined across the Partnership, even as there are wide-ranging views on how closely OGP's narrative should be linked to democracy. The impact of deteriorating enabling conditions for open government reforms to be advanced, take root, and be sustained has come through consistently. Consultations point to OGP showing the positive way forward: what better democracy can look like in practice through a renewed and much bigger emphasis on citizen participation in decision-making processes that impact people's lives, and fostering dialogue at all levels to rebuild trust. There are some calls for OGP to become more stringent in its eligibility and membership requirements to maintain its credibility. Others point to the challenges of such an approach's effectiveness given the current climate and emphasize the need to identify and support positive entry points and reformers, wherever they exist [\[ref: pages 18 on OGP contributions\]](#).
 - **OGP should remain a broad platform but focus on key policy areas.** One of the challenges OGP faced going into this process was one of its resources - both that of the partnership and the Support Unit and Independent Reporting Mechanism (IRM) - being distributed thinly across too many priorities and policy areas. Here, the consultations have shown that OGP should continue to remain a broad platform that members and partners can use to advance their goals, but within that identify a few areas of strategic focus that the membership is incentivised to take action on in the period of the new strategy and where the Support Unit can dedicate more of its energy. How OGP would identify these areas and the particular incentives and support members would need to deliver will need to be looked into as this process continues. In the conversations to date, the policy areas that have been mentioned most frequently as areas where OGP should make a contribution include: anti-corruption, digital governance, climate change, and public services, in addition to the cross-cutting focus on citizen participation [\[ref: page 19 - 21 on broad versus narrow focus of OGP\]](#)
2. **OGP can increase impact by broadening, strengthening and supporting the coalition of open government reformers.** With the headwinds open government reformers are facing, consultations point to the following as areas where OGP may need to further invest to build a stronger global coalition for open government and deliver greater impact [\[ref: pages 22-24 on OGP role\]](#):
- **Strengthen and grow the community of reformers.** Consultations have clearly pointed out that OGP should not expand for expansion's sake, particularly where there is no genuine appetite for open government reforms. However, in order to push back on the forces pulling for closed governments, there is a recognition that the open movement will need to grow and get stronger. There are calls to do so by:
 - a) investing in and recognizing the leadership and other skills and capabilities of

open government reformers, b) growing the community of reformers at national, regional and local levels, including from non-eligible and near-eligible countries by diffusing open government practices and principles in partnership with others; c) strengthening ties with other global and regional platforms/initiatives/fora to offer a domestic action element for pledges and commitments; and d) supporting the community to mobilize and engage with citizens. Investing in a much broader spectrum of political support - mayors, members of parliament, ministers (OGP minister and others) and Heads of State and Government - will build support for our agenda while also making us less vulnerable to political changes.

- **Double down on the investments in OGP Local.** Across conversations, the potential of OGP Local as an accelerator of progress came up frequently. This was both within the context of the decline of political leadership at the national level and the potential for deepening reforms that directly impact citizens' lives given the mandates of subnational governments.
 - **Seize windows of political opportunity.** Consultations have pointed to the need for OGP to be able to respond more rapidly and effectively as a partnership when political windows of opportunity emerge. While OGP's current approach on selecting and servicing focus countries does take this into account, there are concerns that the partnership as a collective does not act often nor fast enough, or that reforms that take place in such scenarios remain disconnected from OGP, or the level and intensity of support and who this is directed to falls short.
3. **Strengthen incentives for stronger open government performance.** What is clear is that in order to get different results, OGP will need to rethink the incentives it provides to members and individual reformers. The following have emerged as some areas of consideration:
- **Identify political incentives and value propositions that work.** The need for better understanding how OGP can secure political support for this agenda in the current climate, and developing options for positioning and value propositions, evidence and storytelling needed to appeal to priorities and interests of political leaders in diverse contexts came through consistently. This was accompanied by incentivising progress for all reformers through awards and other forms of recognition.
 - **Establish norms, benchmarks, standards or maturity models:** Contributions from across conversations point to the potential for OGP to take a more intentional role in advancing open government norms through benchmarking, standard-setting or establishing maturity models and combining that with positive incentives (awards, recognition, visibility, access to leadership and skill development, enhanced support) and disincentives (stricter eligibility and participation criteria, and setting expectations of progress over time). Both representatives of civil society and the public service indicated the value of being able to point to such norms, benchmarks, standards, or maturity models in understanding and advocating for what progress from status quo entails.

- **Reassess the incentives set by OGP's rules and standards:** Consultations have pointed to some of the unintended consequences, gaps in design, or incentives and disincentives set by OGP's current action plan model, and the accompanying rules and standard. These include: inclusion of smaller and more inconsequential commitments rather than broader ambitious reforms that may be implemented over longer time frames; failures to recognize open government reforms or innovation taking place outside of OGP action plans; running into problems with low and high capacity environments; challenges in aligning with other government processes and timelines; challenges posed for civil society by needing to legitimize a 'whole of government exercise' in certain context, rather than being able to work with genuine reformers in the system; lack of entry points for catalyzing and recognized advances in open government in near and non eligible countries/locals. There are calls to move from the current one-size-fits-all approach to potentially a menu of different options, with added flexibility in some areas, stricter requirements in others, and improved guidance and support across all.

We will validate and build upon these emerging findings at the upcoming OGP regional meetings in the Americas, Africa and the Middle East, and Europe and the OGP Steering Committee retreat on October 13-14. These meetings will also serve as moments to elaborate upon the specific models and strategies needed to enable these shifts. As with the first phase, there will be continued opportunities to provide feedback through online platforms and community dialogues during Phase 2 [[ref: page 25 on what's next](#)]

2. Background

As OGP enters its second decade, it has grown in many ways that exceeded our founders' expectations. Our movement has shown pockets of results that the OGP community can be proud of, but authoritarian regimes and other forces are also pulling in the direction of closed governments. The successes are not yet adding up to changing the culture of governments nor in delivering different lived experiences for citizens at scale.

There is a need and an opportunity for us to meet this moment, applying lessons learned in our first decade to ensure that the Partnership is fit for the future. Meeting this challenge will take a reinvigorated OGP that can help deliver on the promise of open government even beyond the scope of the Partnership itself.

It is in this context that OGP launched the process for co-creating a new strategy for 2023-2028 just before the 2022 Open Gov Week. OGP last developed a full strategy in 2014, with a refresh in 2016 and a three-year plan for 2020-2022. A new strategy for 2023-2028 provides an opportunity to apply the lessons from ten years of practice, evaluation and data analysis, and recent consultative processes. In the context of the new strategy, the 2019 [IRM Refresh](#) and [OGP Local Strategy](#) development processes, and the 2021 [consultation on refreshing OGP's Participation and Co-creation Standards](#), all enable us to reconsider the role and ambition of OGP - both the partnership and the institution - in a changing world, and to

engage with the open government community on refreshing the direction and contribution of the OGP Steering Committee, Support Unit and Independent Reporting Mechanism (IRM).

Find more on the rationale for developing a new strategy [here](#).

Process Design and Scope

The process for developing the strategy was anchored in the following design principles:

- **Design a meaningful, inclusive engagement and open process** that reflects the diversity of the OGP community, creates a mix of opportunities for engagement, clearly defines forms of participation and starting points of consultation and processes for decision-making, and shares insights and progress publicly. Use clear and simple communications to allow for effective input.
- **Strengthen the open government community** by using the process to bolster individuals' and groups' commitment and leadership in their own contexts, designing processes to maximize ownership and understanding of process and outcomes, and building on OGP's strength as a multi-stakeholder convening platform by facilitating conversations amongst diverse groups, cutting across levels of government, thematic and regional silos. Engage in a targeted way with groups and communities beyond existing open government stakeholders.
- **Be evidence-informed and open-minded** by building on evidence while being open and curious and creating space for honest dialogue and feedback. Create moments for *divergent thinking* to explore widely and *convergent thinking* where choices are considered and decisions made.
- **Provide clarity** where possible, firstly on the process and in sharp, meaningful and carefully sequenced questions for consultation and, finally, in a clear and compelling strategy that articulates OGP's goals and strategies and creates ways of working and space to adapt to changing conditions and contexts.

Drawing on existing OGP data and evaluation, lessons learned from recent refresh processes, and strategic questions raised through annual work planning, the following three elements were included in the scope of the process:

1. **The relevance, contribution, and most impactful role of OGP (theory of change).**

The process has been designed to start with some big picture discussions and considerations – around the most significant future contribution of open government (through community-based and contextual discussions) and the most catalytic and effective role for OGP. We will consider the relevance of open government and OGP to current and potential future contexts and challenges (for example, democratic decline, climate change, pandemics, and inequality), as well as the relevance and value of OGP to reformers and civil society in different contexts.

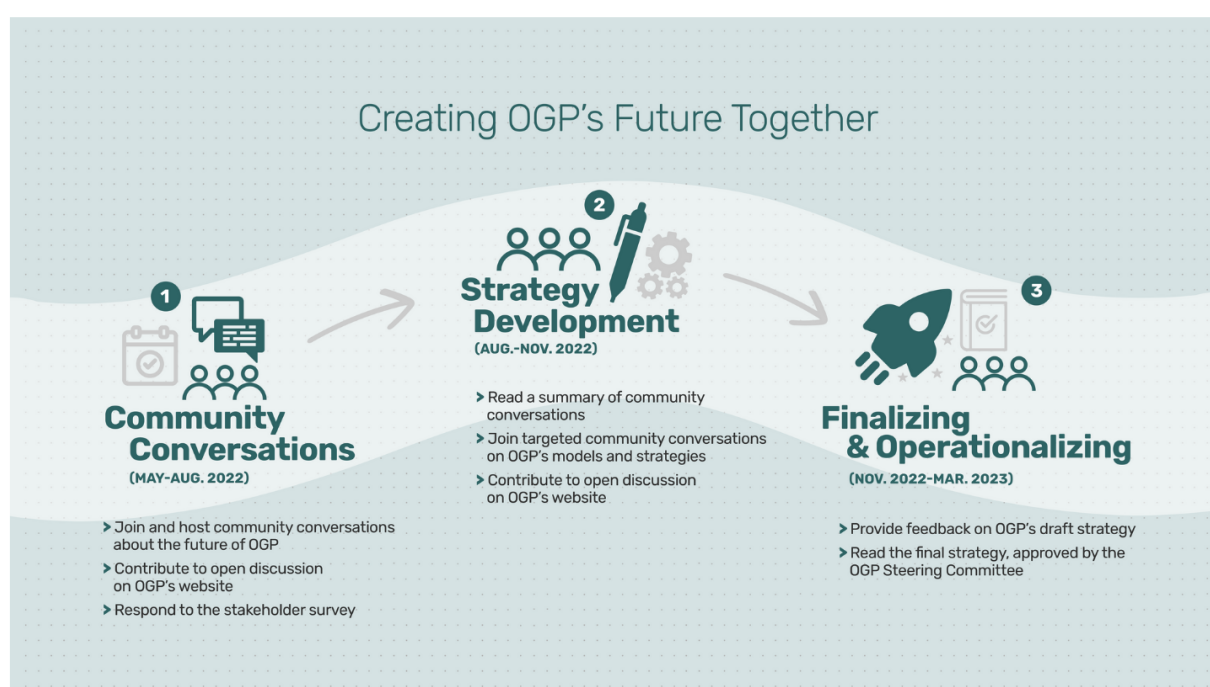
2. OGP's models and strategies for driving change (theory of action)

After identifying OGP's future role in advancing open government, the process will shift focus to *how* OGP makes its best contribution, developing options for new models and strategies, and defining the most promising pathways to impact.

3. Operational implications: resources, functions, and ways of working needed to deliver (operating model)

With models and strategies identified, the process will consider how to enable and operationalize the strategic direction set for OGP by developing approaches to resourcing, functions, and ways of working for the OGP Steering Committee, Support Unit, and IRM.

The process has been designed to involve linear but overlapping phases, enabling thorough consultation and consideration of strategic choices and trade-offs to inform decisions to produce an operational strategy by the end of the process.



Outreach and Getting People Involved

The OGP Steering Committee and the OGP Support Unit recognized that living up to OGP standards and principles would require the strategy to be co-created with the OGP community and other interested stakeholders. While the inputs of the core OGP community are fundamental, the OGP Steering Committee and Support Unit wanted to make concerted efforts to engage new groups to ensure that the eventual strategy finds resonance with actors that are yet to actively engage with OGP too.

We communicated the launch of the process and ways to get involved with all the national and local OGP Points of Contact and Multi-Stakeholder Forum (MSF) members and regional and global partners. We also invited all to engage their own networks and partners, including those not yet involved directly in OGP.

We used the following channels to receive contributions:

- **[Online Polis Discussion](#):** We used Polis, a real-time, collaborative online polling tool, which allows respondents to submit statements and express agreement, disagreement, or uncertainty with others' statements. So far in the process, these statements have related to: 1) the biggest challenges and opportunities that open government approaches can help positively influence in the next five years; 2) what OGP should keep doing, stop doing, start doing, or do differently to help improve open government. The polls included pre-populated statements from the Support Unit and also allowed participants to add their own statements.
- **[The OGP Stakeholder Survey](#):** The bi-annual OGP stakeholder survey was re-opened to include questions related to the strategy:
 - It's 2031: What is the one thing you as an open government reformer - or the broader open government community - have accomplished in the last ten years (2022-2031) that you are most proud of?
 - What are the most significant challenges and opportunities that you anticipate for open government in your context in the next five years?
 - What is the most significant contribution that you think OGP can make to open government in your context in the next five years?
- **[Resources for self-organized or hosted community conversations](#):** The Support Unit developed [guidance](#), [presentation materials](#), [facilitation guidance](#), and a [feedback submission form](#) to enable any interested stakeholder to organize their own consultation and provide feedback to the Support Unit.
- **[In-person and online events](#):** Members of the OGP Steering Committee and Support Unit also organized or co-organized over 40 online or offline consultation meetings of various sizes and embedded consultations at partner events to reach new audiences. We made an effort to announce all public events with advance notice.

For these conversations, guiding questions were provided but participants had the space to raise any other issues or provide feedback outside the scope of the questions.

- **[Comments on feedback received](#):** All the inputs received by the Support Unit through the various channels were also published, with the option for anyone to send written inputs or questions to strategy@opengovpartnership.org

We created [dedicated page](#) on the OGP website, which is easily accessible through the OGP home page. The page includes all materials related to the strategy process. We disseminated the link regularly through OGP's monthly newsletter and social media channels. Initial lessons learned on the effectiveness of the different channels are captured at the end of this report.

Efforts to ensure the process was as inclusive as possible, included:

- Designing the initial consultation questions to include reflections on open government challenges and opportunities rather than those specific to OGP to enable audiences unfamiliar with the specifics of the OGP process and model to engage with the process.
- Doing an initial stakeholder mapping for outreach to ensure diversity in coverage of regions, stakeholder type and level of operation, and gender balance
- Providing both synchronous and asynchronous opportunities for contribution and a variety of formats/channels for contributions
- Creating the resources and guidance materials for any stakeholder to run their own consultation and provide feedback
- Using partner events as an opportunity to reach new audiences
- Making concerted efforts to hear from new groups, including representatives of youth, private sector, journalists and gender right activists, accountability institutions etc.

These efforts led to some consultations with groups that have not engaged actively with OGP before, including a youth consultation in Africa and the Eastern Partnership, human rights defenders in Eastern Europe, and groups working on climate, gender, and justice.

Who Has Participated

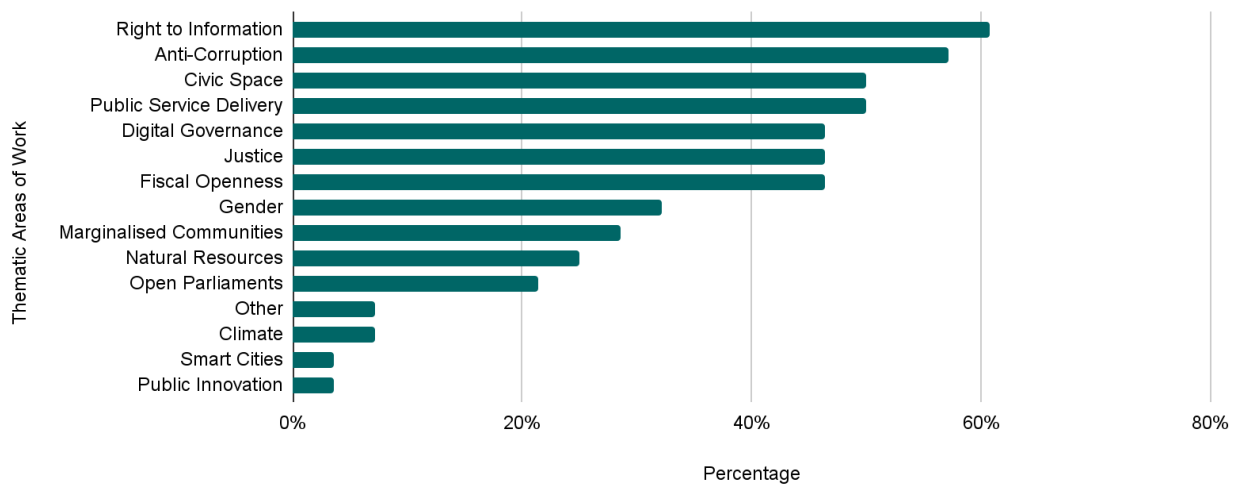
The intentionally decentralized nature of the process and the multitude of channels for participation means that arriving at a precise number of contributors to date and disaggregated profile data is difficult. The table below provides the summary information we have been able to collect/track:

Channel	Number and Profile of Participants	Data Limitations
Polis	We have released two polls to date: <ul style="list-style-type: none">• 106 people voted on the topic “What are the biggest challenges or opportunities that open government approaches can positively influence over the next five years?”• 63 people voted on the topic: “What should OGP keep doing, stop doing, start doing or do differently to help to improve open government?”	Does not collect demographic data
OGP Stakeholder Survey	<ul style="list-style-type: none">• 180 additional responses recorded, out of which:<ul style="list-style-type: none">○ 134 (74%) Civil Society Representative○ 46 (25%) Government Stakeholder• Regional Split<ul style="list-style-type: none">○ 40.65% Africa and the Middle East	<ul style="list-style-type: none">- Not all respondents completed all questions- Data cleaning pending

	<ul style="list-style-type: none"> ○ 18.71% Europe ○ 14.87% Asia and the Pacific ○ 14.87% Non-OGP ○ 10.97% Americas ● Gender Identification <ul style="list-style-type: none"> ○ 64% Man (including transgender men) ○ 29% Woman (including transgender women) ○ 4% Do not wish to identify ○ 3% Non-binary 	
Self-organized /hosted country conversations:	<ul style="list-style-type: none"> ● Armenia, Estonia, Germany, France, Slovak Republic, Mexico, Nigeria, Ukraine 	Collection of demographic data was not required
SC/SU organized or supported consultations, including conversations convened by partners	<p>41 conversations, 739 participants (from 1:1 to large group)</p> <ul style="list-style-type: none"> ● Africa and the Middle East: 2 (74 participants) ● Americas: 2 (78 participants) ● Asia and the Pacific: 2 (57 participants) ● Europe: 4 (82 participants) ● Local: 5 (41 participants) ● Sub-regional: 8 (Middle East and North Africa, Eastern Partnership, Western Balkans, Nordic+) - 104 participants ● Cross-cutting: 18 (303 participants) This includes meetings with stakeholders from the gender, justice, climate, citizen participation, and open algorithms communities, as well as youth representatives, donors, supreme audit institutions, and heads of state. 	Demographic data is not collected consistently and is varied across in-person and virtual events, so is excluded here.

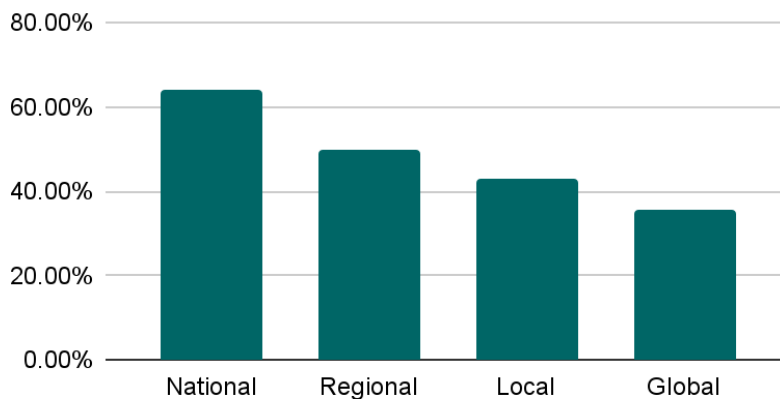
Across SC/SU organized or supported sessions, contributors listed the following policy areas as the primary focus of their work. Please note all responses were collected through a form with multiple choice.

Thematic Areas of Work



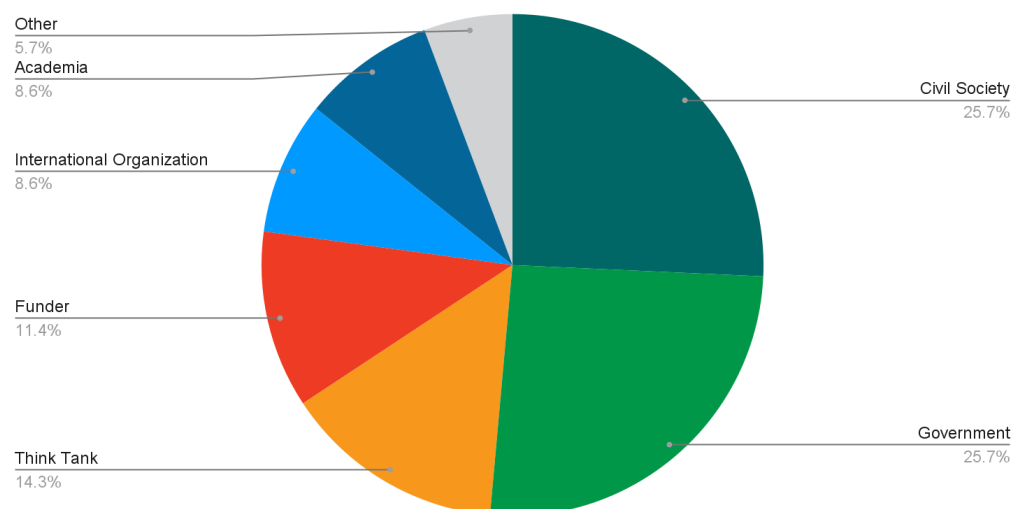
Level of Operation

Participants often worked on multiple levels, but primarily with a national focus to their work.



Participant Sectors

To the extent data was collected, the majority of the participants in SU organized sessions were equally split between government and civil society representatives.



Sense-Making Process

All the inputs received in this first phase are available in their raw format [here](#). We assigned meaning, identified patterns and emerging areas of convergence or divergence of views by:

1. Reviewing and summarizing the data collected in structured formats through Polis, the OGP Stakeholder Survey, and the Mentimeter polls used in the online events.
2. Coding and analyzing the qualitative inputs and raw notes from the consultation meetings and events. We used [Dovetail](#) to transcribe, tag, and identify patterns and themes within qualitative data, which can be turned into insights. (The data tags and clusters used are explained further down in this report).
3. Combining the above with qualitative insights from this process and the insights from existing OGP data, evaluations, and prior consultations
4. Being mindful of the limitations of who has and has not been able to contribute to date and where that might call for caution in arriving at conclusions.

3. What We've Heard

On the biggest contributions open government can make in the next 5 years

In this first part of Phase 1 consultations, we focused on the contributions that open government approaches and OGP can make in the next five years. We asked:

What are the three most significant challenges or opportunities in your context that open government approaches can positively influence over the next five years?

- What would it take to make that happen? (e.g. new policy, political commitment, resources, etc.)
- What could you do to help make it happen? (e.g. share expertise, do comparative research, include in government plans, lobby politicians etc.)
- What is the most important contribution that OGP can make? (e.g. provide examples, connect peers, build political support, broker implementation support, provide international exposure, etc.)

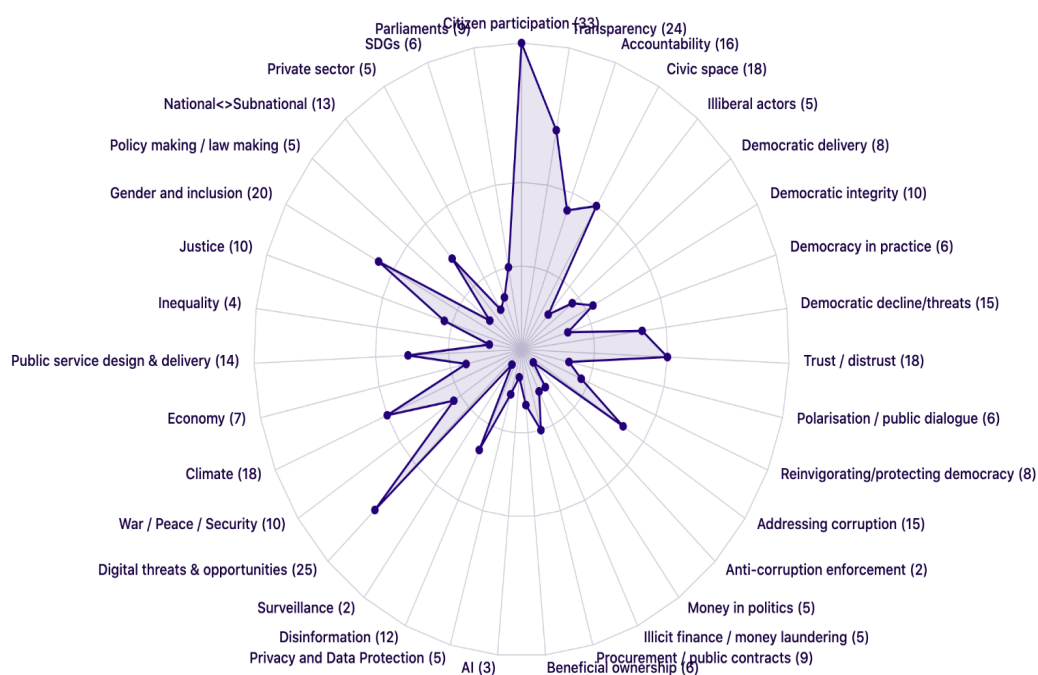
Inputs received through the online and in-person consultation meetings, including the community-organized events, were tagged, coded, and clustered by the OGP Support Unit. Where inputs were specific, we coded them as such and where they were broad, we coded using more generic tags (e.g. if beneficial ownership was mentioned it was coded as such, whereas mentions of corruption being a significant challenge were tagged under addressing corruption).

The most frequently mentioned contribution areas for open government and OGP to address in these discussions are listed and categorized below.

Contribution Areas	Number of Times Mentioned / Tagged
OGP Core Values	
Citizen Participation	92
Transparency	47
Inclusion	38
Civic Space	35
Accountability	29
Democracy	
Public Trust & Distrust	32
Democratic Decline & Threats	27
Democratic Integrity	24
Reinvigorating & Protecting Democracy	13
Illiberal Actors	11
Democratic Delivery	9
Democracy in Practice	8
Polarisation & Public Dialogue	8
Corruption	
Addressing Corruption	25
Procurement & Public Contracting	13
Beneficial Ownership	9
Illicit Finance & Money Laundering	8
Money In Politics	7
Anti-Corruption Enforcement	2
Digital	
Digital Threats & Opportunities	58
Disinformation	13
Privacy & Data Protection	7
Ai	3
Surveillance	2
Sectoral / Issue-Based	
Climate	33

Public Service Design & Delivery	20
Justice	15
War, Peace & Security	15
Economy	8
Economic Inequality	4
Others	
National<>Subnational	25
Parliaments	15
Policy & Law Making	8
Private Sector	8
SDGs	8

The table above shows the number of mentions of each of the tagged contribution areas, while the radar plot below shows the number of consultations the areas were mentioned in.



The Support Unit and the community used Mentimeter polling in some of these consultations and made them available asynchronously. The word cloud of the collective views expressed across these polls shows how often a collection or cluster of words came up in the conversations:



In the OGP Stakeholder Survey, civil society respondents expressed clear concerns about shrinking civic space, the effects of the pandemic and climate change (especially on marginalized communities). Corruption and lack of transparency in many sectors also remain strong concerns. We also see worries around the relationship between civil society and government and a lack of funding. Although a smaller group of respondents, government actors largely named the same areas of concern, with the addition of noting that scarce resources will have to be managed well. There is agreement across respondents that trust between partners needs to be maintained. The word cloud below illustrates views expressed by civil society and government actors in the Stakeholder Survey with regards to significant issues and how often a collection or cluster of words came up.



One hundred and six people voted on 65 statements on Polis related to the biggest challenges and opportunities that open government approaches can help positively influence in the next five years. Participants were able to vote on statements and contribute their own.

Some of the statements submitted later in the process were voted on very few times. The analysis below therefore focuses on statements that were voted on by at least 20% of participants. The full list of statements can be found in the annex.

Where most agreed

The statements that received the most support covered topics including participatory and inclusive policy-making, access to information, citizen trust, climate action, and anti-corruption. A number of the highest-rated statements relate to increasing citizen participation in decision-making in some way. The ten statements that received the highest percentage of agreement from the discussion were as follows.

Statement	Number of votes	Agreed	Disagreed	Passed
Ensuring citizens have an opportunity to shape the policies that impact them the most	52	86%	1%	11%
Ensure equal access to information through digital technology	26	84%	0%	15%
Prioritizing Citizens needs as part of Policy making process	41	80%	0%	19%
Making government more participatory for all	49	77%	4%	18%
Institutionalizing citizen participation in decision-making	54	77%	7%	14%
Demonstrating what more democratic, consultative, inclusive governance looks like	51	76%	7%	15%
OG approaches can positively influence trust in institutions and thus acceptance of climate policies that imply to change behaviors	26	76%	0%	23%
Reducing corruption in public service delivery	49	75%	2%	22%
Building citizen trust in government	51	74%	1%	23%
Making policies more inclusive and representative of all people	56	73%	3%	23%

Where there was disagreement

Across all of the statements submitted, all but one received higher levels of agreement than disagreement and no statement received disagreement from more than a quarter of respondents.

Where there was uncertainty

Participants could also choose to pass statements that they were unsure about. Statements that received a high proportion of passes, indicating uncertainty, were as follows:

Statement	Number of votes	Agreed	Disagreed	Passed
El compromiso con la estrategia OPG, urge una cruzada formativa a traves de organismos y escuelas de administracion publica en los paises. (unverified translation: We need a strategy to add open government to the syllabus of public administration schools in the countries)	24	29%	4%	66%
STOP ENABLING OPEN WASHING	22	22%	13%	63%
Enabling and facilitating not doing 'for' or 'to' citizens	31	41%	3%	54%
Addressing inequities in access to housing	46	36%	10%	52%
When Citizens ask and get what they want from Government at the right time without barriers.	36	38%	8%	52%
Protecting the rights of trans and gender non-conforming people across regions	46	36%	13%	50%
Undue influence and money in politics	47	44%	8%	46%
Opportunity: Actively introducing faith based actors to open government approaches as they are influential and trusted by communities.	22	31%	22%	45%
Changing the attitude of government is a big challenge for OGP, so, OGP needs to develop a certain tool.	33	39%	15%	45%
Condemning state violence as a form of governance	45	40%	15%	44%

Key Takeaways

Looking at the responses across channels, a few key findings emerge. The data is supplemented with qualitative input below:

1. **Across all channels of contributions, open government values and approaches are still seen as vital.** There is also a **significant consensus that OGP can contribute more to strengthening meaningful and inclusive citizen participation in decision-making.** More broadly, what came across clearly is that the core open government values of transparency, accountability and citizen participation remain as relevant today as when OGP launched in 2011, but expectations of what ambition and credible institutionalization looks like merit revisiting in the context of present challenges and opportunities and past achievements and failures.
2. **The open government movement can demonstrate what better democracy-in-practice and democratic delivery looks like.** Across several contexts, there is emerging consensus that open government processes can contribute to renewing democracy and rebuilding citizen trust. That said, contributors have also indicated that while OGP should contribute to upholding and strengthening democratic principles, an overarching narrative that equates open government and democracy can be counterproductive, precisely in those places where there are trends towards authoritarianism and an erosion of trust in democracy. Inputs also highlight the lack of civic space and political integrity, and the absence of high-level political leadership and genuine commitment in many contexts, as constraints for making genuine advances on open government and contributing to democratic backsliding.
3. **The following themes emerged consistently as significant contribution areas for open government to address in the next five years:**
 - a. **Digital transformation, governance & tackling misinformation and disinformation:** Another emerging area of consensus includes OGP's role in highlighting both the opportunities to continue to leverage technology for open, and ensuring that the digital transformation agenda - still nascent in many places - is an open agenda. At the same time, many inputs have centered around the need for the open government community to explore its contributions in the areas of tackling misinformation and disinformation, platform regulation, and digital rights.
 - b. **Tackling corruption:** Open government's contributions to tackling corruption have also surfaced in the majority of the consultation conversations to date. Inputs have highlighted the need to continue to advance current strong areas such as beneficial ownership and open contracting – including through norm-setting – and at the same time build on and go beyond the still early gains made on these to areas such as addressing money in politics, political integrity, lobbying, etc. However, inputs also point to the need for the open government and anti-corruption communities to rethink their approach to catalyzing action in these areas given the limited progress made through

current efforts. Some contributions also point to the need to build a stronger narrative for why these reforms have a direct link to citizens' lives and to act swiftly when windows of political opportunity emerge following transitions brought about by mass protests against corruption.

- c. **Addressing climate change:** Across conversations, there was strong demand for the open government community and OGP to renew its focus on using open government approaches to address climate change and doing more to connect the climate and open government reformer communities. Several people expressed that after a short period of focus on this issue in 2016-2017, the momentum on this has waned even as the climate crisis has become more urgent. Here again, there was an emphasis on the need to ensure that climate change adaptation and mitigation strategies and other dimensions of this work would benefit from ensuring citizen participation is embedded into key decision-making and monitoring processes, particularly participation of communities that are most at risk.
 - d. **Improving public services:** Although not mentioned quite as frequently as the above mentioned policy areas, many raised the importance of focusing on public services as key to strengthening the value proposition of what open government can deliver for both governments and citizens. Inputs on this contribution area also point to the need to ensure that any focus on public services will need to move beyond transparency and open data and emphasize citizen participation and closing of feedback loops to be effective.
4. **OGP Local is a potential growth area in some of these topics.** There was frequent mention of OGP Local as an area to invest in further to encourage and realize further uptake of open government norms, particularly around democratic participation and improving public services. Many contributors expressed seeing better results at the local level in and outside OGP. The mandate of local governments to provide public services and the current constraints on realizing the opportunities in many national contexts were also factors in suggesting that OGP invest more on local open government. Many also pointed out the unrealized potential of coordination and collaboration between national and subnational efforts on advancing open government.

We also asked if OGP should continue to focus on a broad set of policy areas of focus on a narrower set of issues.

Views on this were mixed in the online and offline consultations. For many, retaining an original design principle of OGP - the ability of national and local stakeholders to define their own priorities and for all kinds of partners to use the platform to advance their policy areas - is clearly paramount. For others, OGP retaining such a broad focus represents a missed opportunity to get results on a more focused set of issues that are easier for members to keep up with and backed by dedicating significant resources of the Partnership.

This was also reflected in the online polling results. Among the relevant statements, the highest supported statement called for OGP to “encourage a more targeted and strategic approach to commitments in action plans” (83% agreed). However, not far behind in support were statements that “OGP should be responsive to the topics that members want to work on” and “OGP should keep flexibility in which topics action plans address”. On the other hand, there was relatively low levels of support for the OGP Support Unit to “focus on a smaller number of open government topics and encourage members to do the same” or “require members to work on specific open government topics for commitments”. But there was a majority of agreement that the “OGP Support Unit should focus on a smaller number of open government topics but continue to allow members to make commitments on any topic relevant to open government”.

Statement	Number of votes	Agreed	Disagreed	Passed
The OGP Support Unit should focus on a smaller number of open government topics but continue to allow members to make commitments on any topic relevant to open government	24	62%	12%	25%
The OGP Support Unit should focus on a smaller number of open government topics and encourage members to do the same	24	41%	33%	25%
OGP should require members to work on specific open government topics for commitments	22	31%	40%	27%
OGP should be responsive to the topics that members want to work on	22	72%	4%	22%
OGP should encourage a more targeted and strategic approach to commitments in action plans	24	83%	0%	16%
OGP should keep flexibility in which topics action plans address	21	76%	4%	19%

What emerges is that OGP should not limit the scope of issues members and partners can work on, but it can identify a few strategic topics in which members are encouraged and incentivised to take action and show progress. In order for such focus to be effective, the selected topics need to have resonance across the diverse contexts OGP operates in and consist of overarching reform areas rather than narrow policies or programs. Moreover, we also clearly heard that this must not amount to a centralized OGP directive on topics to address without accompanying incentives and support for enabling action or erode OGP’s original design principle of country ownership.

On OGP's role and focus in the next five years

The second set of Phase 1 questions focused on exploring the best contributions OGP can make towards supporting open government. We asked:

Where should OGP invest its energy and how can it improve its support to open government efforts in your context, (i.e. in your place or on your issue areas) and globally?

For ease of sense-making, inputs received through the online and in-person consultations were tagged and clustered as shown below. The number of instances in which a particular tag came up is shown in the table below. Note these are not mutually exclusive categories or clusters.

Tag	Description	Mentions
Cluster: Strengthening the incentives and value proposition <i>Tags in this cluster generally ask for increased efforts in communicating and strengthening OGP's value proposition.</i>		
Communicating value	Includes asks for increased and clearer communication of the value add of open government and OGP to secure political support for the agenda and communicate OGP's unique selling points.	91
Political leadership and incentives	The lack of political leadership and the need to create stronger incentives to secure support	67
Advancing difficult reforms	Asks for increased support for advancing difficult reforms within the Partnership and related incentive structures and obstacles	14
Maintaining credibility	Relates primarily to challenges and successes in building and maintaining OGP's credibility across stakeholder groups	12
Cluster: Community and field building <i>Tags in this cluster generally reference ways to develop the open government community.</i>		
Broadening community	Inputs suggesting OGP focus on strategic broadening of the community to include a wider range of stakeholders.	84
Forging global-local links	Centers on the role of OGP as a connector/convenor and the links that can be created or strengthened between actors or initiatives working in similar areas. The importance of a strategic connection between global level discussions down to the national and local level is included here.	56

Tag	Description	Mentions
Strengthening community	Inputs suggesting that OGP focus on strengthening the existing communities	54
Coalition / movement building	Inputs suggesting that OGP needs to build a stronger movement for open government	42
Mobilizing resources	Focused on mentions ranging from fundraising for specific themes to securing resources for reforms, reformers, and civil society	17
Cluster: Catalyzing action <i>This cluster centers on opportunities and issues related to impact and action of open government work.</i>		
Focus on action and implementation	Asks for OGP to remain focused on action, improve the action model, and support implementation	83
OGP Local	Includes all mentions regarding the importance/relevance of OGP Local across the Partnership	61
Differentiated approach	Asks for a more differentiated approach to how OGP communicates and engages with stakeholders across regions and its approach to different policy areas for greater impact	40
Co-creation / collaboration	Asks to focus on strengthening co-creation and collaboration both within and beyond OGP plans and focusses	35
IRM focus and strengthening	Includes mentions of the relevance and importance of the IRM and ideas to strengthen it	27
Institutionalization	Focused on a need to institutionalize open government within the machinery of government	28
Rethinking support model	Relates to questions and suggestions of how support can be provided differently through for example more targeted capacity building and convening models.	17
Beyond the Action Plan	Includes consideration of how action can be catalyzed and supported beyond the existing action plan process.	12
Cluster: Strengthening open government norms <i>Tags in this cluster are centered around trade-offs related to strengthening open government norms.</i>		
Standards / metrics / norms	Includes all mentions of how OGP should or shouldn't work on advancing norms and standards	75

Tag	Description	Mentions
	to advance open government reform.	
More prescriptive / punitive	Relates to asks for OGP to be more prescriptive to its membership and punitive for non-compliance.	40
Specific thematic focus	Includes asks for OGP to be more targeted in which themes it works on, as well as ways to be even more focused beyond the current priority themes.	28
Narrower focus	Relates to the trade-off around whether OGP should focus on a broad set of issues/policy areas, or more explicitly adopt a narrower focus on a few issues.	26
Adaptable / broader focus / demand driven	Relates to the trade-off around whether OGP should focus on a broad set of issues/policy areas, or more explicitly adopt a narrower focus on a few issues. Asks here include a broader focus but one that remains adaptable and demand-driven.	22
Focus on transformative reforms and/or system change	OGP supports a large number of reforms. This tag focuses on which reforms should be supported to achieve system change or real transformation in specific areas of work. Often linked to the trade-off on whether OGP should focus on a broad set of policy issues or a more narrow one.	21
Less prescriptive / punitive	Includes asks for OGP to be more open and less punitive, and consider positive incentives	21
Cluster: Building skills and knowledge and sharing inspiration <i>This cluster is focused on ways to build open government capacity and skill sets.</i>		
Sharing inspiration and ideas	Relates to asks to improve how OGP shares knowledge, inspiration, and stories of open government results/ impact	100
Skills, capacity, leadership building	Focused on mentions related to the necessity for more targeted capacity and skills building for governments and civil society	50
Supporting reformers	Relates to the trade-off on whether OGP should be focusing more on strengthening the commitment, capability, leadership, and networks of individual reformers or work with government and civil society more directly to mobilize resources and assistance for the implementation of promising reforms. Inputs here suggest a focus on reformers.	48
More accessible comms and storytelling	Linked to a differentiated approach. Asks under this tag relate to making open government communication, stories, and evidence more	45

Tag	Description	Mentions
	accessible to a range of stakeholders.	
Agenda setting / campaigns	Includes asks for OGP to be more outspoken through campaign work and agenda setting discussions or publications/ research.	28
Improving or sharing methodologies and tools	Includes a range of mentions to either improve OGP methodology or be more targeted in sharing it together with tools to empower stakeholders.	27
Research and data	Relates to mentions around more targeted research OGP should undertake.	26
Empowering civil society	As a key stakeholder group in OGP, this tag records requests for more targeted strengthening and empowerment of civil society to participate in the Partnership.	25
Supporting reforms	Relates to the trade-off on whether OGP should be focusing more on strengthening the commitment, capability, leadership, and networks of individual reformers or work with government and civil society more directly to mobilize resources and assistance for the implementation of promising reforms. Inputs here suggest a preference to support reforms over reformers.	18

What comes through clearly in the consultations is the many ways in which the community is expecting the Partnership to step to: strengthen the movement for open government, secure political support for the agenda, invest in government and civil society leadership and other capabilities, work more strategically in diffusing open government good practices across global, regional, national and local levels, but do so a clearer strategic focus. Key takeaways are summarized at the end of this section.

In the consultations we also asked, **“On balance, where should OGP spend more of its energy in the next five years?”**

- Invest more in sharing knowledge, inspiration, and stories or invest in improving the action plan process?
- Invest in supporting and building coalitions of reformers or shaping and supporting the implementation of reforms?
- Expand the community and membership or strengthen the existing community and membership?

Responses were spread across the spectrum, with an unsurprising preference from many that OGP can and should do a combination of each. In general, participants found the polling on the trade-offs unhelpful given the nuances they felt they needed to convey in justifying and caveating their preferences.

In the OGP Stakeholder Survey, we asked, **“What is the most significant contribution that OGP can make to open government in your context in the next five years?”**

Civil society respondents expressed a need to strengthen and grow the Partnership; mobilize resourcing for civil society; compel governments to embrace or embed open government approaches (including partnership and citizen participation); share knowledge, best practices, tools, toolkits and methodologies; and facilitate dialogue between government and civil society.

Government respondents stressed the importance of providing or brokering implementation support; building the capacity of stakeholders working on open government; helping deepen open government at the subnational level; and helping explain what open government means with real, concrete, easy-to-understand and replicable examples.

On Polis, we asked, **“What should OGP keep doing, stop doing, start doing or do differently to help to improve open government?”**

At the time of writing, participants are still responding to this discussion, so final results may be slightly different in the future. Relatively few respondents voted on each specific statement and some of the statements submitted later in the process were voted on very few times. The analysis below therefore focuses on statements that were voted on by at least 20% of participants. The full list of statements can be found in the annex at the end of this document.

On the action model

Seven of the statements submitted related to OGP’s action model. Two of these statements proposed a continuation of the status quo – retaining the action plan process as it is – and received the lowest level of support. The highest supported statement proposed a general rethink to the action model, but statements suggesting specific changes received a bit less support. That said, offering “different options for the form and duration of action plans for members to choose from, if they have a good OGP track record”; providing “more flexibility to recognise open government reforms or progress achieved outside of action plan commitments”; and “IRM reviews [holding] 'high income' 'advanced democracies' to higher standards, and [requiring] more ambitious commitments” each received a small majority of support.

On the support focus

Six of the statements related to the type of support that OGP should provide to its members. Two of these statements focused on providing implementation support for reforms. Here, the suggestion that OGP should act as a broker, “connecting reforms that need support with those who can provide such support” received significantly more support than OGP focusing “resources on providing implementation support for commitments”. However, the statement that received the most agreement, with no disagreement, was that OGP should “focus its resources on supporting reformers by building their knowledge, skills and leadership capabilities”, suggesting a focus on reformers over reforms is preferred. The final three

statements related to the balance the OGP Support Unit should strike between providing tailored support to specific members, versus providing general support for the whole community. Here there was a clear preference for providing a balance of the two (75% agreed), followed by providing tailored support (52% agreed) and general resources (34% agreed) the least preferred.

On standards, benchmarks, etc.

One statement related to whether the OGP Support Unit “should facilitate processes to establish benchmarks, standards or indicators on open government topics”. This received a clear consensus of support, with 72% agreeing with the statement and only 4% disagreeing.

On membership, outreach and engagement

Eight of the statements related to the extent to which the OGP Support Unit should seek to expand the OGP community, and within that which areas to expand into. The highest supported statement here, by some distance, was that the Support Unit “should support the community to mobilize and engage with citizens” (83% agreed). Participants were a bit less supportive of the Support Unit seeking “to mobilize and engage with citizens to support open government reform” itself, though this still received the second highest level of agreement (64% agreed). Responses were more mixed and equivocal elsewhere. For example, just over half of voters who responded to the statement “The OGP Support Unit should focus on supporting the existing members, rather than trying to expand membership” agreed with it, but a similar number also agreed with the statement that “The OGP Support Unit should focus on growing the community by making connections with new issues, groups and citizen movements”. In terms of areas for expansion, the statement relating to national members received the most agreement (50% agreed), followed closely by parliaments (47%), local members (45%), with justice institutions following behind (38%). Across all of the statements in this category, there tended to be much more uncertainty than outright disagreement.

On responding to backsliding

Two of the statements on Polis related to what OGP should do when faced with cases of governments backsliding. Responses to these statements were mixed and provided no clear conclusion. The most supported was the suggestion that “OGP should focus on finding different entry points for advancing open government, rather than calling out and penalizing bad practice”, but it still received fairly even levels of agreement (40%), disagreement (28%) and uncertainty (32%). The suggestion that OGP should “focus on calling out and penalizing bad practice, rather than finding different entry points for advancing open government”, on the other hand, received a significant minority of disagreement (45%), with only 20% of participants agreeing.

Key Takeaways

Looking at the responses across channels, a few key findings emerge. The data is supplemented with qualitative input below:

1. OGP's role in catalyzing action through co-creation

Across all channels, there is a resounding endorsement for OGP to retain its focus on action, co-creation, and monitoring and accountability. This is clearly what is seen as an OGP unique selling proposition, setting it apart from most other international initiatives and platforms. For many, the role the OGP process has played in convening actors at the national and subnational levels, providing the space for civil society and government to have a seat at the same table and negotiate and agree on open government priorities. This results in progress of policy wins and getting more state institutions to engage on issues of open government (even as such progress falls short on expectations of ambition, scale, and delivery) remains vital and important to maintain. A key point to emphasize here is the value contributors place on OGP's emphasis on co-creation of commitments or reforms and the importance of maintaining this core design feature of OGP into the future.

At the same time, the inputs also clearly suggest that the current action plan model and process has some limitations that lead to smaller and more inconsequential commitments rather than broader reform agendas that are implemented over longer time periods; a failure to recognize open government action happening outside of the OGP process; a heavy reliance on points of contact without being able to recognise innovation in other pockets of government; problems in very high and very low capacity bureaucracies; and a lack of entry points for non-eligible countries or local jurisdictions to advance towards open government. There is also particular fatigue with the action plan cycle for some in their 5th or 6th cycle.

2. OGP's role in building leadership and skills and sharing knowledge and inspiration

Eleven years in, it is clear from the evidence and the inputs from the consultations that action plans and commitments are not adding up to produce a “changing culture of government”. Inputs suggest that while this is in no insignificant part attributable to inadequate political leadership and support, the skills, motivations and fears of the public service also play a part in the inability to produce such change. We heard that open government approaches are still not attractive enough for public officials or politicians to adopt in critical government policymaking and implementation processes without more widespread skills, access to knowledge and know-how, and evidence of proven success. On the civil society side, there are challenges with capacity and resourcing, combined with challenges of restricted civic space.

Without increasing the appetite within the public service or improving how knowledge, evidence, and inspiration is shared with and between both the public service and political leaders, many expressed further risk of losing political support for the agenda. Working on harnessing and honing the leadership, commitment and strengths of all three key stakeholder groups – politicians, public officials, and civil society – has come across strongly as a still underdeveloped but critical role for OGP to play. Consultations point to strong support to

improve the capacity of reformers to deliver by building their knowledge, skills and leadership capabilities. This is combined with strong support for the role OGP has played to date in fostering peer exchange and learning between reformers.

3. OGP's role and approach in establishing and advancing open government norms, benchmarks, standards, and/or maturity models

Even as the inputs from the consultations suggest that OGP should not close itself to members and partners choosing the priorities and policies they want to advance through OGP, there is clearly an emerging appetite for OGP to take a more intentional role in encouraging the adoption and implementation of open government norms, benchmarks or standards. Inputs suggest that the expectations from members today should be greater than the expectations set 10 years ago, while also recognizing that progress on the relatively low bar set out in existing eligibility criteria has remained limited, with considerable backsliding on civic space.

There is convergence on the idea that OGP should become the place reformers look to understand where and how best they can make progress on advancing specific policy areas. There is also overall agreement that we should measure progress and recognize achievements.

Views differ on how OGP can play this role. While there is appetite from the majority of governments and civil society representatives on OGP taking on a more intentional role in setting benchmarks, standards, or maturity models on different policy areas, there is a divergence on whether in doing so OGP should:

- A. Compare members with each other or enable members to understand progression from their current baseline;
- B. Require progress by raising the bar on minimum requirements for membership over time (which has proven to be difficult in the past) or encourage progress through recognition and other positive incentives.

There is also a minority view that OGP should completely steer away from this role, and rely on other partners to take on this role.

Questions that remain unresolved through the consultations include:

- A. how OGP would go about identifying the areas to focus on or prioritize and who would need to be involved in this effort,
- B. how OGP can set the right incentives and disincentives to ensure uptake and implementation, balancing the needs of various stakeholders, encouraging competition but complementing with 'recipes' for *how* to make progress and not just directives on what to make progress on.

Finally, consultations point to findings that have also come through in OGP's recent evaluation that the timeline for expecting change would need to be carefully thought through given that the drivers of change between global, national, and local levels are different and move at different paces. Focus policy areas in the past have changed more quickly at the global level than at the national level. At the same time, priorities might emerge from national and local members and could translate to agenda setting at the global level. OGP is faced with the

challenge of ensuring follow-through of reforms at the national and local level while they are still relevant and salient at the global level.

4. OGP's role in convening and catalyzing a strong ecosystem and global coalition of open government reformers

There is an overwhelming appreciation for the role OGP has had – and can continue to have – in convening multi-stakeholder dialogues and coalitions at global, regional, and national levels, and its role in contributing to building and strengthening the wider ecosystem for open government.

Insights point to the:

- Substantial growth of the core community of reformers who associate themselves with open government;
- Unification and strengthening of different advocacy/reform agendas under the umbrella of open government (e.g. bringing together the access to information movement with the open data movement on proactive disclosure);
- Direct and indirect role played by OGP in diffusing open government principles and practice by influencing other global organizations and platforms to adopt open government approaches and principles in their work (e.g. OECD, COE, G20, etc.);
- Diffusion of the practice of co-creation in other areas beyond OGP processes at the national and local level (showcasing how it can be done and what it brings, although limited in scale); and
- Role played by OGP and its partners in convening and supporting networks of collective action around policy areas that has driven the adoption and diffusion of open government norms in some areas such as beneficial ownership.

Inputs suggest that even as OGP still remains more niche than mainstream, it has a strong brand and credibility. This is juxtaposed with concerns that open government may today be a less attractive mass rallying call than it was when OGP was founded and risks being displaced by other priorities or framing that resonate more with political leaders and traditional funders of open government.

To push back on the forces pulling for closed governments, participants recognize the open government movement will need to grow and get stronger. There are calls to do so by:

- A. investing in and recognizing the leadership and other skills and capabilities of open government reformers;
- B. growing the community of reformers at national, regional and local levels, including from non-eligible and near-eligible countries by diffusing open government practices and principles in partnership with others;
- C. strengthening ties with other global and regional platforms, initiatives, and fora and offering a domestic action element for pledges and commitments made in other fora; and
- D. supporting the community to mobilize and engage with citizens.

Investing in a much broader spectrum of political support – mayors, members of parliament, ministers (OGP minister and others) and Heads of State/Government – will in turn build support for our agenda while also making us less vulnerable to political changes.

5. Strengthening political incentives, improving the value proposition, and acting on political windows of opportunity

Building from the earlier section, there is considerable demand for OGP to think about how it can improve the value proposition(s) for open government and make it appealing and compelling enough to attract political leadership – a fundamental precondition for OGP’s success – which has been waning in recent times in many contexts. Contributors point to challenges in communicating how open government and OGP can deliver results in areas political leaders are invested in, backed by compelling evidence, actionable recommendations, and inspiring storytelling.

Consultations have also pointed to the need for OGP to be able to respond more rapidly and effectively as a partnership when political windows of opportunity emerge. While OGP’s current approach of selecting and servicing focus countries does take this into account, there are concerns that the Partnership as a collective does not act often nor fast enough, that reforms that take place in such scenarios remain disconnected from OGP, and that the level and intensity of support and who this is directed to falls short.

6. Investing further in OGP Local

Across conversations, participants discussed the potential of OGP Local as an accelerator of progress. Many pointed to the context of the decline of political leadership at the national level and the potential for deepening reforms that directly impact citizens’ lives given the mandates of subnational governments to provide public services. They also however ask for a rethinking of the support available to local members and for improving national-local collaboration on open government. While the vast majority are calling for OGP to double down on its investments on OGP Local, others suggest proceeding with caution and considering the governance and operational implications of doing so.

Getting the mix of these roles right, with the diverse actors and contexts that make up the OGP community – which remains one of its strengths – also surfaces some tensions.

Perceptions of the most effective role OGP should play sometimes differ based on the country or local context and stakeholder group. A classic example of this is around the issue of civic space where most in civil society express a need for OGP (presumably implying its leadership) to take a more vocal role in calling out backsliding, while many in the public service note that such an approach makes it harder for reformers within the public service to position OGP as a neutral actor and prefer OGP to find ways to work behind-the-scenes to facilitate progress.

What is emerging is a more complex picture of roles and results, beyond the core community and beyond one flavor of action. Consultations consequently also call for a fresh look at measuring progress direct and indirect, short term and long term.

4. What's Next

Process next steps

We still have a lot of feedback to distill and evaluate in terms of their feasibility – what OGP can meaningfully influence and change, the political support and the resources needed for the Partnership to realize those changes – to arrive at a new strategy grounded in a robust theory of change and action. A strategy that is both ambitious and accomplishable and can help OGP go further in addressing the problems we set out to solve with the launch of this process.

As a next step, the OGP Support Unit, under the guidance of the Steering Committee's Task Force for the Strategy (which includes OGP's Governance and Leadership Subcommittee, the Board Chair, and CEO) will distill the findings of this report into potential emerging strategic directions to form the basis of the Phase 2 consultations.

The OGP Steering Committee will then discuss these at their retreat on October 13-14 to get a steer on the direction. The Steering Committee discussion papers will be published before the meeting, and the minutes soon after.

As we do that, it is important for us to know if we have captured everything we have heard through Phase 1 correctly in this report. We will seek input from the community to validate or challenge the findings from this Phase 1 report and refine the potential emerging strategic directions. This process will commence at the end of September and will continue until mid-November.

All the inputs will then be combined with resourcing scenarios, implementation feasibility, and potential for greater impact to develop a draft strategy that will be available for public consultation in December 2022 and remain open for input until February. Further details for this phase will follow later in the process.

How can you contribute to Phase 2?

You can tell us whether the findings and emerging directions presented in this report resonate or not. In a few days we will launch a process to gather feedback and comments on the report online. In the meantime, comments can be posted on the website below or you can leave comments on the google document version of the report, listed alongside the PDF copy.

The OGP regional meetings for the Americas (September 26-29, with [a dedicated session](#) on September 28), Europe (October 11-12, [with a dedicated session](#) on October 12, Africa and the Middle East (November 1-3, with information on the strategy session forthcoming) will serve as crucial moments to validate and build upon the findings highlighted in this paper and to explore some of the specific models and strategies OGP can deploy in realizing the potential strategic shifts.

The OGP Support Unit and Steering Committee will organize community dialogues in November for all interested stakeholders. Dates for this will be released in October, with at least two weeks advance notice.

Remember, you can write in with feedback, suggestions, comments, and questions at any time by emailing strategy@opengovpartnership.org

Meeting OGP Standards and What We've Learned So Far

Provided below is a summary of efforts made to meet the OGP Co-creation and Participation standards.

Standard 1: Establishing a space for ongoing dialogue & collaboration

- **Space to participate?** We held 40+ consultation events, disseminated online surveys, and created resources for the community to organize their own consultations and provide feedback.
- **Transparency around ways to participate?** Information was provided on the OGP webpage, newsletters, and social media channels.

Standard 2: Providing open, accessible & timely information about activities & progress

- **Accessible OGP strategy process website?** Yes. [This link](#) is accessible from the OGP homepage.
- **Is the site up to date?** Phase 1 information has been kept up to date. A new update is forthcoming, with information on how to contribute to Phase 2.
- **Repository for feedback or strategy consultation documents available online?** Yes, all notes are posted online on the OGP strategy webpage. (See Annex.)

Standard 3: Providing inclusive & informed opportunities for public participation

- **Timeline and overview of opportunities to participate published online?** Yes
- **Published at least two weeks in advance?** Yes, for most events, although not consistently. This is an area of improvement moving forward
- **Outreach activities held to raise awareness about the strategy process?** We held three public informational sessions on the strategy process before consultations commenced and launched a blog post.
- **Mechanism to gather inputs from a range of stakeholders?** Yes, we had OGP and community consultations, the Stakeholder Survey, Polis questions, and resources for community-run conversations.
- **Mechanism in place for an appropriate period of time for collecting input?** Online platforms opened and consultations commenced in May. These are still ongoing.

Standard 4: Providing a reasoned response and ensuring ongoing dialogue

- **Were contributions from stakeholders documented?** Yes, and these are posted online as raw notes.
- **Did OGP report back on the feedback and how it will be used for the next phases?** This Phase 1 report is intended to provide feedback on inputs received so far and outline how this will be used in the next phase. More information on the Phase 2 will be published soon, followed by a Phase 2 report before the draft strategy is made available for public input.

What We've Learned Through the Process So Far

The response of the OGP community to the strategy process has been fantastic, with hundreds of people giving up time to take part in community conversations, respond to the stakeholder survey, and participate in the Polis discussions. However, we are aware that we have not been able to hear from everyone with an interest or stake in open government or OGP, so we need to be mindful of the limitations of who we have not heard from.

We tried, where possible, to collect demographic data to track who we were and were not hearing from, however this was challenging to do consistently across all channels and the resulting data does not allow us to draw any firm conclusions. The data from community conversations suggests a good spread of engagement across the regions, sectors, and issue areas. However, the demographics from the stakeholder survey suggests a much more imbalanced participation, with an over-representation from civil society, Africa and the Middle East, and men. It will be important for us to develop a more reliable and consistent way to collect this data in the future.

While we have sought to reach beyond those who are actively engaged with OGP to involve new groups and communities in the discussion, this has not been easy to do. Bringing new groups into the conversation requires significant time, capacity, and new networks to do well. While we were able to engage a few new groups in discussions, the process of connecting with new communities and understanding how OGP can best support them is a long-term one and will, therefore, need continued attention far beyond this strategy, perhaps even becoming a priority in the new strategy.

The use of a variety of channels and formats for collecting feedback has allowed people to contribute at their own pace and time, but it is challenging to fully compare data across them.

We sought to go into this process with a fully open mind, though previous discussions inevitably gave us some assumptions about what we might hear. Some of those assumptions have been challenged through the consultations so far. For example, we found far more appetite for OGP to take on a more intentional role in norm/benchmark/standard setting than we anticipated. Similarly, the value contributors ascribed to OGP's role in multi-stakeholder convening at all levels exceeded what we anticipated. This reinforces the importance of conducting a thorough consultation and involving the OGP community in co-creating the strategy.

Annex

1. Online and in-person consultation meetings and notes

[This document](#) provides an overview of strategy consultations organized so far, and the feedback received through the existing channels of community consultations, Polis, the OGP stakeholder survey, and a dedicated Mentimeter survey.

2. List of all statements and votes in Polis

Polis is a real-time collaborative survey tool that allows participants to not only respond to statements but also add their own. We held two Polis discussions between May and September 2022. The first discussion focused on the relevance of open government and the second explored the future role of OGP. Below are all of the statements that were submitted at the time of publishing this report.

What are the biggest challenges or opportunities that open government approaches can positively influence over the next five years?

Statement	Number of Votes	Agreed	Disagreed	Passed
Defending and expanding civic space	47	70%	2%	27%
Inclusive governance of the energy transition	52	67%	5%	26%
Addressing inequities in access to housing	46	36%	10%	52%
Shifting the culture of government	50	57%	12%	30%
Increasing access to justice	50	68%	4%	28%
Undue influence and money in politics	47	44%	8%	46%
Building citizen trust in government	51	74%	1%	23%
Making policies more inclusive and representative of all people	56	73%	3%	23%
Protecting the rights of trans and gender non-conforming people across regions	46	36%	13%	50%
Condemning state violence as a form of governance	46	39%	15%	45%
Strengthening democracy and reversing autocratisation	49	65%	4%	30%
Reducing corruption in public service delivery	49	75%	2%	22%
Demonstrating what more democratic, consultative, inclusive governance looks like	51	76%	7%	15%
Ensuring citizens have an opportunity to shape the policies that impact them the most	52	86%	1%	11%

Reducing inequality	51	52%	7%	39%
Making government more participatory for all	49	77%	4%	18%
Mainstreaming gender in decision-making	49	48%	8%	42%
Institutionalising citizen participation in decision-making	54	77%	7%	14%
Turning the tide against authoritarian populism by demonstrating democracy works	49	61%	8%	30%
Countering disinformation and protecting independent journalism	55	65%	5%	29%
Reducing polarization and hate in public discourse	53	60%	7%	32%
Supporting just transitions to zero carbon economies	50	40%	18%	42%
Changing the attitude of government is a big challenge for OGP, so, OGP needs to develop a certain tool.	33	39%	15%	45%
When Citizens ask and get what they want from Government at the right time without barriers.	36	38%	8%	52%
Prioritizing Citizens needs as part of Policy making process	41	80%	0%	19%
Expand grassroots training on participatory governance.	40	72%	7%	20%
Tapping into a more educated and aware citizenry and prompting them how to use the OGP platform	42	59%	9%	30%
Sharing guidelines on how OGP processes (and participation processes of all kinds) can prioritise integrity and transparency	41	60%	12%	26%
Enabling and facilitating not doing 'for' or 'to' citizens	31	41%	3%	54%
OGP gives room to participatory government	29	58%	3%	37%
El compromiso con la estrategia OPG, urge una cruzada formativa a través de organismos y escuelas de administración pública en los países.	24	29%	4%	66%
Promoting participatory governance of technologies, data and AI systems that	29	72%	0%	27%

governments use to make policy and deliver services				
Opportunity: Actively introducing faith based actors to open government approaches as they are influential and trusted by communities.	22	31%	22%	45%
Challenge: Getting civic spaces fully "re-opened" after the COVID pandemic that had been used as an excuse to clamp down on rights.	24	66%	8%	25%
ensure equal access to information through digital technology	26	84%	0%	15%
Demonstrate the value of open government and democracy to citizens, compared to closed government and authoritarianism.	26	69%	7%	23%
STOP ENABLING OPEN WASHING	22	22%	13%	63%
An open government would stop trying to control its citizens	21	61%	4%	33%
OG approaches can positively influence trust in institutions and thus acceptance of climate policies that imply to change behaviours	26	76%	0%	23%
Nothing the main challenge remain in freeing access to information	18	50%	16%	33%
To stay relevant OGP need to continue to focus on the major societal issues affecting the world - SDGs, democracy, human rights and equality	17	58%	0%	41%
We need to change the way we make policy and how government administration works so that public participation can be meaningful	19	89%	0%	10%
Governments need to co-develop a statement of vision, purpose and values for participation that is widely adopted across sectors	15	73%	0%	26%
Everyone working in government should have open government practice expectations built into their job descriptions to drive culture change	17	76%	0%	23%
Develop facilitation skills and capacity everywhere so we can make the most of	19	68%	10%	21%

opportunities for participatory and deliberative democracy				
FUTURE OF OGP Based on Legal Security to guarantee the policies of each Government, as main support, culture, the environment and others.	13	46%	7%	46%
Government should build the trust and confidence of the grass roots level so as to enable the OGP activities freely	15	73%	0%	26%
To be result oriented there is need to synergize with the CSOs to build trust mechanism & ensure inclusivity,transparency and accountability	15	86%	0%	13%
Create an open debate culture in every country	12	83%	0%	16%
OGP should create an open web based learning platform to enhance the skills and knowledge of OGP coordinators, stakeholders, etc.	9	66%	11%	22%
OGP should promote verified smart tools to enhance the open government principles in day to day practice	12	75%	16%	8%
Apply down-top model more, i.e., enhance the membership in OGP Local more, and promote OG on the most down levels of government first	11	27%	36%	36%
More democracy key to achieving sustainable development by 2030	2	50%	0%	50%
تخصيص ميزانيات لنشر ثقافة شراكة الحكومة المفتوحة بواسطة المجتمع المدني	2	50%	0%	50%
دعم لغات الأمم المتحدة في المبادرة و المسار ، لاسيما منها اللغة العربية لنشر ثقافة شراكة الحكومة المفتوحة في منطقة في حاجة لمحاربة الفساد	2	50%	0%	50%
فرض قواعد شراكة الحكومة المفتوحة بين المجتمع المدني والمؤسسات العمومية دون تحكم هذه الأخيرة	2	50%	0%	50%
Estregias a tener en cuenta, corresponde a las acciones que se puedan promover para el cambio cultural dentro y fuera del Gobierno.	2	50%	0%	50%
La transformacion cultural como estrategia, debe partir de la academia en maestrias y especializaciones en Administracion Publica.	2	100%	0%	0%

OGP needs to seriously evaluate what is the added value they give to country members and prioritize its implementation.	1	100%	0%	0%
OGP needs to evaluate the particularities of its country members and differentiate its actions accordingly.	1	100%	0%	0%

What should OGP keep doing, stop doing, start doing or do differently to help to improve open government?

Statement	Number of Votes	Agreed	Disagreed	Passed
The OGP Support Unit should focus on a smaller number of open government topics but continue to allow members to make commitments on any topic relevant to open government	24	62%	12%	25%
The OGP Support Unit should focus on a smaller number of open government topics and encourage members to do the same	24	41%	33%	25%
OGP should require members to work on specific open government topics for commitments	22	31%	40%	27%
OGP should be responsive to the topics that members want to work on	22	72%	4%	22%
OGP should keep its action focus, but rethink the action model, including and beyond the action plans	21	66%	14%	19%
OGP's action plan model works and should be retained without many changes	21	14%	57%	28%
OGP should encourage a more targeted and strategic approach to commitments in action plans	24	83%	0%	16%
OGP should keep flexibility in which topics action plans address	21	76%	4%	19%
OGP should offer different options for the form and duration of action plans for members to choose between	28	60%	21%	17%
OGP should offer different options for the form and duration of action plans for members to choose from, if they have a good OGP track record	22	54%	13%	31%
OGP's action plan model must be the same for all members	23	26%	39%	34%

OGP should focus its resources on providing implementation support for commitments	25	52%	20%	28%
OGP should focus on connecting reforms that need support with those who can provide such support	26	80%	7%	11%
OGP should focus its resources on supporting reformers by building their knowledge, skills and leadership capabilities	20	85%	0%	15%
The OGP Support Unit should facilitate processes to establish benchmarks, standards or indicators on open government topics	22	72%	4%	22%
The OGP platform should have more flexibility to recognise open government reforms or progress achieved outside of action plan commitments	26	57%	26%	15%
The OGP Support Unit should focus on supporting the existing members, rather than trying to expand membership	22	54%	13%	31%
The OGP Support Unit should focus on growing the community by making connections with new issues, groups and citizen movements	18	50%	16%	33%
OGP should focus on expanding its OGP Local members	24	45%	20%	33%
OGP should focus on strengthening OGP National members	20	50%	10%	40%
OGP should focus on expanding its membership and offer to Parliaments	21	47%	9%	42%
OGP should focus on expanding its membership and offer to justice institutions	18	38%	16%	44%
The OGP Support Unit should seek to mobilise and engage with citizens to support open government reform	28	64%	17%	17%
The OGP Support Unit should support the community to mobilise and engage with citizens	24	83%	8%	8%
The OGP Support Unit should focus on producing self-service resources that the community can access anytime, rather than tailored support to members	23	34%	43%	21%

The OGP Support Unit should focus on providing tailored support to members, rather than general resources for the whole community	23	52%	34%	13%
The OGP Support Unit should provide a balance of tailored support to members and self-service resources for the whole community	24	75%	4%	20%
In conditions of backsliding, OGP should focus on calling out and penalizing bad practice, rather than finding different entry points for advancing open government	20	20%	45%	35%
In conditions of backsliding, OGP should focus on finding different entry points for advancing open government, rather than calling out and penalizing bad practice	25	40%	28%	32%
I think there could be scope to work with regional organisations like the SADC or AU.	19	52%	10%	36%
estar mas cerca de los interesados ... mas comunicados (ida y vuelta)	14	35%	7%	57%
Spurting innovative idea & solutions related corruption free world empirical experience & knowledge with documentary evidence 26-27 years.	15	33%	6%	60%
OGP should stop trying to improve the action plans. They work well.	18	11%	61%	27%
OGP's IRM reviews should hold 'high income' 'advanced democracies' to higher standards, and require more ambitious commitments.	16	50%	18%	31%
The OGP Support Unit should focus on contributing with advice on good technology choices to reduce development time and costs for GovTech.	17	64%	17%	17%
Setting up of OGP Digital Taskforce comprising of women and young people is critical at all national levels. contactvado@gmail.com	14	57%	14%	28%
The OGP should enhance its engagement with the university ecosystem	6	66%	16%	16%
Emprender acciones de cultura y empoderamiento social del GA, es tarea prioritaria , para transversalizar principios en la gobernanza.	4	25%	0%	75%

OGP should encourage more action and share more resources around environment and climate.	3	33%	0%	66%
OGP should support members and partners in creating more human-centered stories about how their open gov reforms are affecting real people.	4	50%	0%	50%
OGP should stop working with the US government on beneficial ownership until the White House engages Americans in co-creating a 5th NAP.	3	33%	33%	33%
OGP debería alinear acciones para avanzar hacia un modelo de Estado Abierto. No manejar temas de Parlamento y Justicia fuera de los planes.	1	100%	0%	0%
Los planes de acción deben considerar temporalidades nacionales con la finalidad de incluir a todos los poderes de estado.	2	100%	0%	0%
Las unidades de apoyo de OGP deberían impulsar acciones por fuera del plan. Como apoyo a países para avanzar en hacia estado abierto.	2	100%	0%	0%

3. OGP Stakeholder Survey responses

The OGP Stakeholder Survey collects feedback on the quality of support provided by the Support Unit to all OGP stakeholders in civil society and government. It provides vital information about the health of the Partnership, the challenges stakeholders are facing and how we at the Support Unit are helping. It was initially open for responses in 2021 and then reopened again with the launch of the strategy process in 2022 as an additional feedback avenue for the strategy.

The most recent responses by stakeholder groups - civil society actors, points of contact, and other government actors - can be viewed [here](#).