

# OGP Steering Committee Working Level Retreat Meeting Read Out

Rome, Italy | October 12 - 14

## Summary of Discussion and Next Steps

The OGP Steering Committee (SC) met in Rome from October 12 - 14 to discuss the strategy development process following the conclusion of Phase 1, and achieve consensus on the direction of travel for Phase 2.

These are the main discussion items and next steps agreed by the SC. A more detailed overview of discussion points is included in the pages below.

- The Support Unit (SU) presented an 'ambition statement' to check levels of support for the focus and scope of the statement, leading to a robust discussion on the **need for OGP to be clear on its vision, mission and positioning** to arrive at an effective strategy for the next five years.
  - **Next steps:** The SU will draft vision (the world we want to see) and mission (our role and contribution) statements based on the inputs provided through the Phase 1 consultations and by the SC. These will be included in the draft strategy document to be shared with the SC in December. This will also include an assessment of whether the strategic directions add up to the best possible contribution OGP can make, and identifying and addressing gaps, if any, that emerge.
- The SC discussed the [seven strategic directions](#) that emerged from the community consultations carried out since May, and from the lessons learned of the past 11 years of OGP. The SC was asked to validate the direction of travel, which will serve as the basis for Phase 2 public consultations.
  - The next phase will also need to narrow down the strategic directions and focus on the 'how', considering political incentives and operationalization components including staffing and resourcing
  - The SC also emphasized the need for engaging SC Ministers and other political leaders in the adoption, launch and implementation of the strategy to bolster the political leadership required for the strategy.
  - **Decision:** All seven strategic directions were validated by the Steering Committee for further exploration and refinement during Phase 2 of the strategy development process, provisional to the feedback and next steps detailed below in the discussion notes being taken into account. The scope and depth of the directions differ, and they may be clustered differently in the draft strategy.
- The Support Unit presented **three enabling conditions** that are needed for any future strategy to succeed: i) resource mobilization for the Partnership; ii) protection and expansion of civic space; and iii) securing high-level political leadership. Overall agreement from the SC to recognize these as pre-conditions for the strategy to succeed and to include these as core components of the strategy itself. The next steps agreed are:
  - **For resource mobilization:** The SU will work on a broader fundraising strategy based on the inputs received. Resource mobilization will be included as an explicit part of the strategy going forward, and two funder consultations will take place to assess areas of potential alignment and interest, and to mobilize resources for the strategy. The SU will also work with GL to strengthen country contributions as a source of funding, including by raising the levels of contributions and the incentives for it. Some SC members volunteered to work on this.
  - **For civic space:** OGP's approach to civic space will be included in the strategy, framed as a pre-condition. SU will conceptualize options focused on achieving member action on civic

space, including exploring what a potential campaign on civic space might look like, with close engagement of SC and members of the Democratic Freedoms Learning Network.

- **For political leadership:** Concrete components to build political leadership will be fleshed out as part of the draft strategy. Co-chairs and the SU will flesh out the proposed narrative and specific ideas for using the Estonia Summit as a major political moment for OGP and the new strategy. The SU/SC will review term limits of Chairs and broader mandate of the Steering Committee within scope of the Governance Review. The strategy timeline will be amended to explore the possibility to include a ministerial-level launch in the first half of 2023.
- The SC **Governance Review** discussions focused on i) gathering viewpoints on current and past successes and challenges; and ii) shaping options for reframing the role of the Steering Committee and the overall governance model to ensure these remain fit for purpose to meet the needs of the new strategy and reflect the maturity of the organization. Three main areas of ideas emerged:
  - **Enhancing political leadership:** Stronger political leadership and advocacy was identified as both an individual and collective responsibility of the Steering Committee that needs to be prioritized. Agreement in the overarching responsibilities of the SC, including strategic guidance, oversight, and protection of OGP's fundamental principles, and promotion of its values through advocacy and political engagement. Particular interest in external advocacy and being ambassadors of the partnership and open government.
  - **Adding new voices:** 'Additional voices' was also a key area of interest for the SC. This may include both a traditional definition of diversity and inclusion, as well as a recognition that the SC should be intentional and proactive in ensuring that diverse voices are present. Input focused largely on local government participation, but also came up in regards to adequate representation of other movements and themes, particularly women, new leaders, and youth.
  - **Ways of working:** There were a variety of suggestions to optimize the ways of working within the SC, and between the SC and the SU and the other governance bodies in OGP, to allow the SC to be strategically and externally focused as well as more efficient. These ideas may be seen as supporting or enabling conditions to support the two substantive priorities above.
  - **Governance Review Next Steps:** The GL Subcommittee will review and prioritize the ideas that emerged from the Governance Review discussions, ensuring alignment with the new strategy; The next phase of the Governance Review will focus on the 'how' and on developing options and proposals for consideration of the Steering Committee.

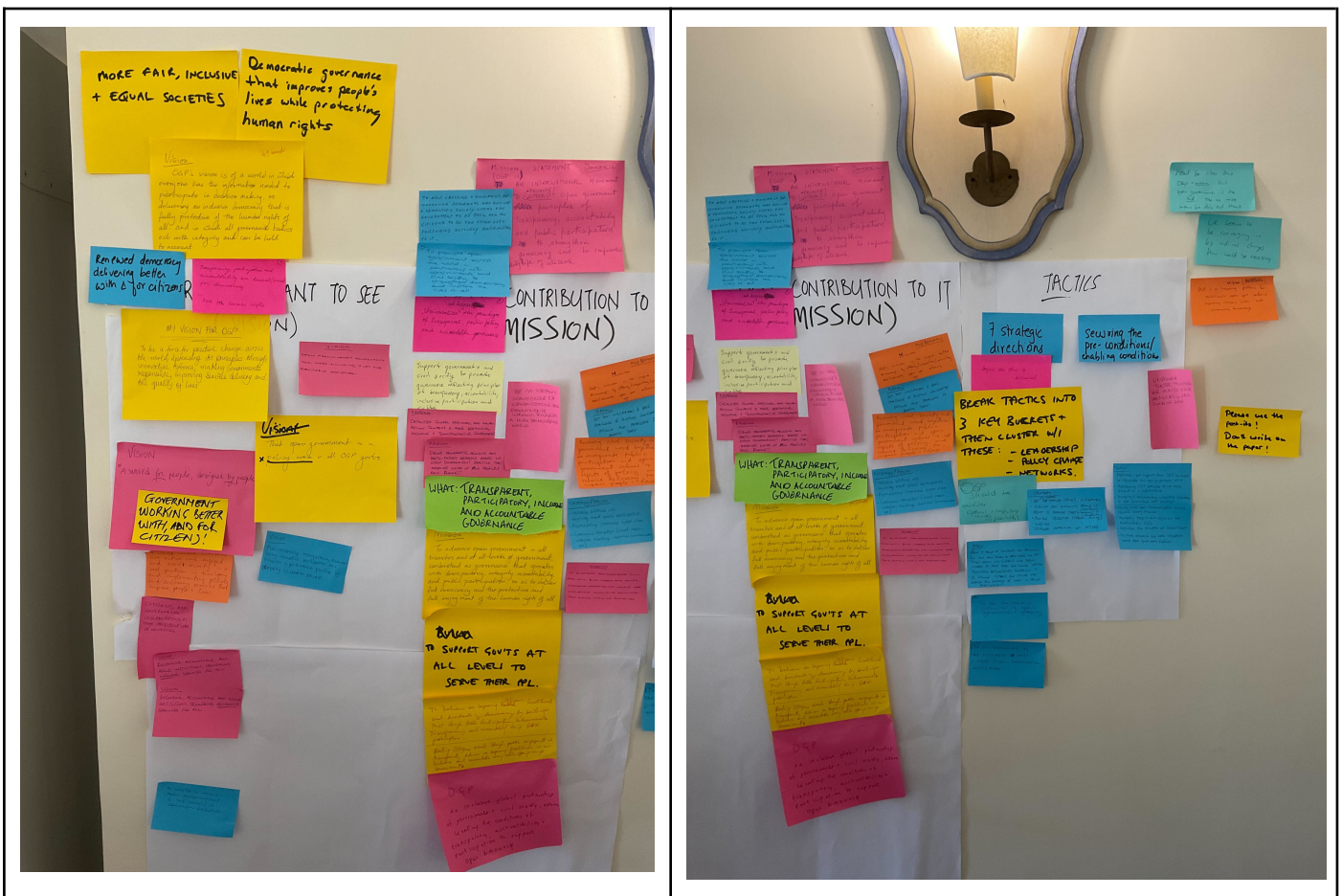
## Discussion Notes

### Future ambition, vision and mission

The Support Unit presented an 'ambition statement' to check levels of support for the focus and scope of the statement. This led to a robust discussion on the need for OGP to be clear on its vision, mission and positioning to arrive at an effective strategy for the next five years. Discussions focused on the need for:

- A short, simple to communicate and understand vision and mission statements, and narrative(s)
- Clarity on the distinction between the world we want to see (vision), what OGP can contribute to it (mission), and the tactics for how to get there (strategy). Clarity also on the results OGP takes accountability for so there isn't an increasing gap between our public narrative and what we can show as results.
- Clarity that open government in and of itself is not the vision, but that OGP's contribution is through open government
- Clear articulation of the role of different stakeholders including governments, civil society, partners, etc.
- Seeking alignment to the extent possible with other definitions of open government (e.g OECD) but ensuring that the OGP view and intentional differences with others' is clearly highlighted (e.g. the emphasis on the role of civil society, co-creation etc)
- The narratives and tactics should be flexible enough to accommodate different country, regional contexts, even as a common vision and mission are pursued.

As a follow up to this discussion, SC members were invited to share their initial ideas on potential vision and mission statements. See contributions below:



**Next steps:** The SU will draft vision (the world we want to see) and mission (our role and contribution) statements based on the inputs provided through the Phase 1 consultations and by the SC. These will be included in the draft strategy document to be shared with the SC in December. Part of this exercise will also include an assessment of whether the strategic directions add up to the best possible contribution OGP can make, and identifying and addressing gaps, if any, that emerge.

## Strategic directions

The Steering Committee discussed the [seven strategic directions](#) that emerged from the community consultations carried out since May, and from the lessons learned of the past 11 years of OGP. The Steering Committee was asked to validate the direction of travel for the seven strategic directions, which will serve as the basis for Phase 2 public consultations.

The feedback and steer received from the Steering Committee are summarized below.

### Moving from a one-size-fits-all to a menu-of-options model of action

- Consensus on keeping the current action model at the heart of OGP (e.g. co-creation, implementation, monitoring). The new [Participation & Co-Creation Standards](#) approved by the SC in November 2021 offer plenty of flexibility and adaptability that can be applied to diverse contexts and situations across OGP.
- As OGP transitions into the new Standards in 2022 and 2023, ensure there is robust guidance, services, and incentives to better communicate the flexibility and adaptability offered to all members.
- A “menu of options” for action should be fleshed out within the current model, with members supported in determining the right approach for their specific needs and contexts (from small, thematically targeted action plans, open state plans, to open government strategies). OGP should continue to encourage approaches that: a) avoid fragmentation of reforms and, b) result in sustaining of reforms over time.
- Leverage the action model/process to trigger action on open government in an increasing number of state institutions and build connections between them, even if these don’t result in actual commitments in the action plan.
- Capture, recognize and incentivise action beyond the OGP action plan/process with a clear role for the MSFs in the latter.
- Develop a more distributed ‘web’ support system where OGP members and partners can play a more active role to help incentivize action and support other members (and non-members), rather than relying solely on the resources and capacity of the Support Unit.
- As the strategy development process moves forward, consider what other factors (within or outside action plans) are needed to create real change of culture in how government works. A partnership-wide effort to advocate for open government more broadly, not only OGP, is crucial.
- Use the strategy process and the governance review OGP’s approach toward engaging non-universally recognized countries, including support towards reaching eligibility and other areas.
- Discussion and open questions around whether and how OGP should provide member assessments of open government progress within and beyond action plans on key open government topics or indicators. Some SC members volunteered to explore this further in Phase 2.

### Advancing ambition across the partnership on strategic thematic areas

- Clear steer to prioritize a few core fundamental open government themes (e.g. civic space, public participation) that are mainstreamed across all OGP work, and 2-3 additional focus areas that all



members are encouraged and incentivized to make progress on based on political opportunities, global relevance, viability to gain traction, etc. Selection of these core/focus areas should derive from strategy consultations and not only determined by the SU and/or SC.

- Consider reviewing and improving action plan guidance and IRM assessments to avoid potential perverse incentives for sustaining thematic ambition and implementation (e.g. avoid evaluations that heap praise on commitments before they are completed; ensure assessments do not disincentivize continuous, incremental improvements to ambitious commitments over time).
- A subset of SC members volunteered to explore further whether and how OGP should provide member assessments of open government progress within and beyond action plans only on key open government topics, or on a broader range of open government indicators.
- Partnership-wide challenges on thematic issues require both technical and political investment by the SU, SC and broader Partnership. The SC suggested challenging the whole partnership to develop a civic space commitment in 2023 using the Estonia Summit as a political action-forcing moment (e.g. through a ministerial-level with a declaration to engage ministers).
- Flesh out what a ‘maturity model’ would look like for different thematic areas adaptable to different contexts and stages in members’ open government journeys. An idea that was widely supported is to develop a 2.0 version of the Open Gov Guide embedding 10 years of evidence, stories, arguments, and leverage standards/benchmarks developed by others. The SC strongly advised against OGP developing its own benchmarks or standards, and avoiding ranking/comparing countries.
- OGP’s role as challenger, convener, and facilitator should continue to be maximized to spark action on different themes, but rely more on other partners to support on implementation.
- OGP needs to forge stronger and more strategic linkages with other global platforms where relevant themes/policy areas are discussed. OGP can serve as the connecting tissue between these platforms and participating members can help ensure that open government values and approaches are recommended and integrated, and OGP positioned as an implementing mechanism.

### **Investing in leadership, inspiration and innovation to build a stronger and broader collective of open government reformers**

- Clear steer on pursuing this direction of travel, working in partnership with others (schools of government, experts, partners), building towards a final destination of a formal institute over time.
- Recommendation to adopt a multi-level and differentiated approach, with targeted interventions for political leaders, senior officials, working level officials, and civil society. Suggestions to also use a variety of different approaches, including training, peer exchange, MOOCs, a SWOT team, help desk, curated leadership programme (e.g. OGLC).
- Suggestions to develop a one week crash course on OGP for new PoCs to introduce them to OGP, and consider intensive onboarding for new members/administrations.
- Develop content, case studies, use cases, etc. that are contextualized and respond to pain points surfaced in the strategy consultations. This includes better curating and using OGP’s existing knowledge, evidence, and stories.

### **Rethinking OGP’s investments in and approach to public participation**

- Consensus that: (i) this should be a very high priority because the community prioritized it as such; (ii) it should be a cross-cutting backbone or golden thread permeating through all that OGP does; and (iii) refer to this priority as “public” participation (instead of “citizen”) to make it more inclusive.
- Develop an integrated strategy for public participation and integrate the focus on public participation across other strategic directions
- Recommendation to integrate focus on public participation in other strategic directions:

- In OGP's Leadership & Learning programs to change mindsets of government officials that public engagement will be helpful rather than a nuisance. For this, collect inspirational cases that demonstrate value, and showcase toolkits, platforms and good practices (e.g., Lapori!, Eyes & ears). Use non-OGP examples to fill gaps where we don't have good cases (e.g., public participation in policy making, government response to close the feedback loop). Facilitate peer-to-peer exchanges for government officials to learn from others. A recognition also that it will be hard for OGP to engage with social movements but can build capacity of reformers to engage and leverage these moments and opportunities.
- In OGP Local because the most relevant & impactful public participation happens at the local level (although this does not mitigate the need for public participation on strategic national/global issues). Unpack OGP Local across different levels, and capture & disseminate lots of innovations in public participation at the community level.
- In advancing thematic ambition by developing guidance & exploring existing standards for inclusive participation. Important to begin with outlining principles and approaches for participation, along with guidance (e.g., how to make participation meaningful, reasoned response), and later develop more guidance on specific aspects to make it more meaningful and impactful. OGP could draw on several examples of countries that have laws mandating participation in development of laws and regulations.
- Leverage civil society as a key partner and intermediary for engaging and amplifying people's voices, and support the engagement of governments and civil society with social movements and public protests which are pivotal, catalytic moments of public participation. A recognition that it will be hard for OGP to engage with social movements but can build capacity of reformers to engage and leverage these moments and opportunities.
- Suggestions to also focus on demand-side by supporting reformers on how to mobilize people to engage deeper, know their rights, and to understand the value of engagement. In several contexts/areas, the public appears apathetic or disinterested. This may also require that we are strategic and selective to mobilize people where they have capacity, interest and incentive to engage. Civil society and education programs may have important roles to play here.

## Acting on windows of political opportunity

- Invest in designing a strategic collective approach (working closely with country/local stakeholders) with specific roles and guidance for different actors (e.g. in-country champions, POCs, civil society, SC +SU, and others) to engage swiftly before, during and after political windows of opportunity emerge at the country level (e.g. transitions, changes in key personnel, significant domestic processes). Prepare also for windows of political opportunity that emerge at the international level (e.g. launch of new initiatives, major convenings and summits, etc.)
- Invest in proactive outreach to civil society and social movements before and after windows of opportunity emerge. Provide support to/amplify civil society - and where contexts allow for it the civil service's - efforts to influence political party/candidate manifestos and endorse candidates.
- Explore what a requirement to institutionalize OGP through legal or policy instruments could look like to help ensure continuity across transitions using existing examples from across the membership.
- Invest in creating self-service mechanisms for peer to peer support where MSFs, POCs, civil society and others can engage and share approaches, tools, messaging, etc., with one another and further grow the community of reformers with the SU playing a lighter-touch role.
- SC to play a more political and external leadership role to communicate the value proposition of OGP to other high-level government officials, engage peer ministers within and outside the SC and raise the expectations of playing an active role when serving in the SC. The SC can also work with the SU

to develop resources aimed for government reformers to use within their own governments (both at high-level and working-level)

- Support reformers to embed open government in the implementation of the overall agenda of the administration instead of having a narrow focus on the action plan process alone; investing also in leadership and skills building for both government and civil society actors.
- OGP could draw on third party benchmarks and maturity models (e.g. where a country stands on the dimensions covered in the Open Gov Guide 2.0 when developed) and assess where the country stands on those. Approach should be one of empowering local actors to use these, rather than SC/SU prescribing specific actions.
- Extend approach to when political windows of opportunity emerge in noneligible members, offering support towards eligibility and other areas

## **Doubling down on OGP Local**

- Overall consensus on OGP Local being an important and promising opportunity for OGP that should be approached as a central strategic direction and also integrated across the other directions.
- Acknowledgement of the interest and potential of the different approaches for OGP Local (e.g. ‘self service’, application approach, exit approach) but also recognition of the challenges and impact on scaling that need to be addressed going forward.
- Acknowledgement of the need to grow the OGP Local membership track sustainably, focusing on it serving as a cohort of champions who inspire the field, kick start action and innovate, but not as the primary path to scale local open government.
  - *Original text: Emerging consensus that sustainable growth through the direct membership approach of independent Local members is not possible. It will always be limited by resources and capacity, and the demand and action outside will always be bigger. Independent membership is recognized as a way to inspire the field, kick start action, but not the path to scale local open government.*
- Steer to explore paths to scale more realistically through incentivizing cross-governmental open government dynamics. This could include intensely working on a select number of national-local bright spots and through partnerships with local associations to get a multiplier effect.
- Recommendations to approach inspiring and scaling local action inside and more so outside OGP as an important part of the journey of OGP from platform to movement. Steer to focus on incentivizing that (more pillar 1: promoting national-local collaboration) and pillar 3: building a community for knowledge sharing and learning of the current OGP Local strategy). Suggestions to “go crazy on tools, guidance, resources, materials to stimulate local open gov action.”
- Recommendation to explore membership of locals from non-member countries. This can be a strong political signal in support of democracy and potential help spur future national membership. This approach requires a feasibility assessment vis-a-vis resources and capacity, and a review of the current eligibility criteria.
- Agreement to better reflect Local in OGP’s governance as part of the Governance Review.

## **Strengthening alliances, partnerships, events, coalitions in support of open government**

- Steer that this should be an explicitly recognized role for OGP and a priority in the new strategy. The focus of efforts under this direction should align with the rest of the strategic directions (e.g. alliances and partnerships to pursue should link to thematic ambition or other areas of the strategy). Suggestions to also explore regional/subregional alliances and partnerships that may carry significance in different regions.
- Leverage more the SC and the broader action network to maximize advocacy opportunities through

global and regional events and to weave in elements of open government in political speeches, raising the profile of OGP, and position it as a unique country-owned implementation mechanism that brings government and civil society together to the table.

- Acknowledgement of the forthcoming OGP Global Summit in Estonia as a major opportunity to build/showcase political and partner support for the new strategy, secure concrete pledges, position OGP and the Summit in a broader, more compelling & politically relevant narrative beyond the action plan process.
- Recommendation to sustain thematic focus and campaigns over a longer period for nurturing alliances, partnerships, coalitions. Examples of lost opportunities with Break the Roles or Climate campaigns being dropped too quickly with alliances/partnerships that were being built but may be losing momentum.
- Suggestions to ensure that OGP Co-Chair priorities are linked to, and in support of the new strategy to ensure alignment and continuity across co-chair terms.
- Shift culture/ways of working of SC & SU to ensure that in big moments OGP leverages its collective power/voice (e.g. what are we collectively doing for IACC, S4D other fora; country visits as opportunities to build support).

## Outcomes and Next Steps for the Strategic Directions

- All seven strategic directions were validated by the Steering Committee for further exploration and refinement during Phase 2 of the strategy development process, provisional to the abovementioned feedback being taken into account.
- On the question of whether all the directions are currently adding up to deliver ambition, on a spectrum between strongly agreeing and strongly disagreeing, the vast majority of SC members agreed that this was the right direction of travel, and one SC member questioning whether OGP would be able to deliver on these in the Asia Pacific region.
- Next phases of the strategy will need to narrow down the strategic directions and focus on the 'how', considering political incentives and operationalization components including staffing and resourcing
- The SU will work with a subset of SC members who volunteered to explore further specific areas such as benchmarking, member assessments and the role of the private sector.
- Outcomes of the voting on the top 3 directions SC members felt most excited, order of votes received (out of 26, including the 22 current members and the 4 that recently rotated out):
  - Public Participation (21); OGP Local (14); Strengthening alliances, partnerships, events, coalitions (13); Investing in leadership, learning, innovation and inspiration (12); Advancing thematic ambition (8); Acting on windows of opportunity (5); Action model (4).

### Next steps on the strategic directions:

1. Taking into account the steer and feedback received from the Steering Committee during the retreat, the OGP Support Unit will present the emerging directions and the ideas to pursue to the wider OGP community, as part of the Phase 2 public consultations that will run until the end of November 2022. Inputs will be solicited to understand directions and ideas that have more or less support from the community to inform eventual prioritization. The consultation, with the updated list of ideas, is already live and available at: <https://ogp.consider.it/>. Community dialogues are planned for November 10, 21, 22 and 23 across multiple time zones; more details and registration links are available [on this page](#).

2. Ideas to pursue the directions will be categorized into the following: a) Ones that need to be fully fleshed out in the draft strategy, b) Ones that need conceptual clarity but will be fleshed out during the implementation of the strategy. Resourcing and operational implications will be considered as part of this process.
3. A draft strategy will be developed by mid-December that consolidate and merge these directions into a coherent narrative, vision, mission and strategy components, as well as main activities to support the delivery of the strategy. The draft will take into account feedback received from public consultations during Phase 2.
4. Smaller groups of SC-SU volunteers will be convened to work through pending topics/ideas that were identified as needing more discussion (e.g. member assessments using benchmarks, standards, private sector role).
5. Government members of the SC requested to begin briefing Ministers and their teams on the strategy process and directions to start building buy-in for the process and outcomes.

## Enabling conditions

The Support Unit presented three enabling conditions that are needed for any future strategy to succeed: resource mobilization for the Partnership, protection and expansion of civic space, and securing high-level political leadership. Overall steer from the SC to recognize these as pre-conditions for the strategy to succeed and to include these within the strategy itself. The feedback received is summarized below:

### Enabling Condition: Resource mobilization

The Support Unit presented the overall challenges for resource mobilization for the partnership at large, the fiscal scenarios for the OGP Support Unit, and some strategic ideas for shoring up resources (both for the partnership and the SU). This included:

- Pursuing funding linked to sectors (working with partners/consortiums)
- Regional programmes (e.g. EAP, PAGOF etc that also create resources for national & local civil society, include implementation support)
- Launching a country contributions campaign
- Country level brokering (e.g. embassies, multilaterals)
- Considering membership fees for OGP Local members
- Designing OGLC collaborations, with some paid models
- Bidding for USAID, EU and other major contracts

Feedback from SC members included the following:

- There was emerging consensus among the SC for raising the financial contribution levels for governments across the Partnership as a core source of funding for OGP which should be prioritized over smaller funding sources.
- This may require better understanding the legal, administrative processes that OGP may need to have in place in order for countries to make regular contributions. Suggestions also included for the SC to be deployed more proactively for fundraising activities, and that contributions be made mandatory for all SC members.
- An SC member presented the ideas for the OGP Fund for Europe and noted that efforts are underway to approach the Transparency and Accountability Initiative (TAI). Invited others to support



and offered to share more information in follow up.

- Recommendation that the OGP SU/SC should not insert itself on brokering national or local level funds for OGP actors as this might create conflict. Suggestion for OGP to instead use its convening power to gather donors, and mobilize resources for the partnership (not just the SU).
- OGP's pitch and value proposition to funders has to be packaged and made relevant to current priorities and the political moment, backed with good stories and evidence of impact on the ground. Suggestions to link fundraising drives to campaigns
- Feedback that traditional trust funds end not working well for civil society. If Trust Funds are to be pursued, disbursement functions and institutions chosen should be ones that can deliver on what a partnership like OGP needs.
- Introducing contributions for OGP Locals was widely recognized as an unsuitable path to pursue, given most Local members currently expect access to funding when they join OGP, given other international platforms for local governments tend to do so.
- A majority of the SC was also in favor of OGP exploring the pursuit of larger EU, USAID competitive contracts in a way that remains aligned to OGP's strategies and priorities.
- Suggestions to leverage localization and the renewed momentum for democracy in light of the war in Ukraine and other current geopolitical events to convene and urge donors of the importance of funding for this field. Suggestions to also present and package the new strategy in a manner that may enable different funders to pick and choose parts of the strategy they would like to fund.

#### **Next steps:**

- The Support Unit will work with GL to strengthen country contributions as a source of funding, including by raising the levels of contributions and the incentives for it. The Support Unit will also work with other SC members who volunteered to support the resource mobilization strategy.
- The Support Unit will also work on a broader fundraising strategy based on the inputs received .
- Resource mobilization to be included as an explicit part of the strategy going forward.
- As part of the strategy development process, two funder consultations will take place to assess areas of potential alignment and interest, and to mobilize resources for the strategy. The first of these will take place in early November, with the next one planned for when the strategy is out for public consultation in February 2023.

#### **Enabling Condition: Civic Space**

Anabel Cruz, Lead Civil Society Chair, and the SU introduced the challenges and ideas to tackle them, as presented in the Steering Committee packet and solicited inputs on what else could be done by OGP to contribute to tackling the challenge around declining civic space:

- Consensus on the need to review OGP's approach and nomenclature for 'civic space' in a way that it does not pose limitations to the traction it can get beyond civil society, academia and some circles, and whether a more positive framing might help. Some suggest that the major discourse being focused on the decline of civic space may be inadvertently creating the space for further decline, triggering more of a race-to-the-bottom than to the top.
- Strong support for exploring what an effective potential campaign on civic space (framed in smaller, easier-to-understand and relatable concepts) might look like with active engagement from OGP members, and with the explicit aim to make the topic more relevant for governments and politicians at different levels.

- Suggestions to approach different policy/thematic entry points: justice, anti-corruption etc with better guidance, standards. Governments requested more guidance on how best they can respond to rapidly changing/iterating civic space challenges.
- Suggestions to also continue to aim to institutionalize policies for public participation in policy design and monitoring to protect and expand space. In doing so, be careful that this is not used to delegitimize the role of civil society. Similar note to exercise caution in going too far with instrumentalizing civic space as other entry points are explored.
- Suggestions for OGP to look into ordinances or codes from other international organizations on hate speech and protection of freedoms and provide similar reference points.
- Suggestions to use Civicus's Monitor to more visibly show how OGP members are performing on civic space. Limits to how the Response Policy can be made more politically interesting than it is currently. Suggestions to review what the red lines are for OGP's sanction mechanisms to kick in, with some suggestions being more publicly vocal about these issues and others suggesting a bilateral approach of raising/referencing these during government bilaterals given the nature of civic space challenges which may be state sanctioned in many contexts.

#### **Next steps:**

- Explore what a potential civic space campaign focused on country level action could look like, with the SC and members of the Democratic Freedoms Learning Network
- Include OGP's approach to civic space in the strategy, framed as a pre-condition.
- Develop a multi-pronged civic space strategy that builds on existing efforts (e.g. the Democratic Freedoms Learning Network) but integrates civic space across the strategy and activities of OGP (e.g. strengthening civic spaces alliances, responding to political windows of opportunity, etc.).

#### **Enabling Condition: Political support**

Overwhelming consensus across the Steering Committee on these being an existential need and a major priority for OGP. Suggestions focused on the following:

- Ensure that OGP Regional and Global Summits bring in more political discussions and leaders, focusing on issues politicians are interested in. Link these to politically urgent, salient and specific issues (e.g. democracy is too broad, focus on security or energy etc in the current moment). Use them as action forcing moments and double down on ministerial and head of state/government participation.
- Consider specific roles for political actors for upcoming regional and global events such as the 8th Global Summit in Estonia in 2023. This can be combined with opportunities for networking, peer exchange, spotlighting and other incentives.
- Consider regional ministerial convenings on specific topics that we can learn from and adapt in other regions/globally.
- Recommendation for SU to continue joining dots between international organizations and declarations from different bodies, and work with the SC to leverage upcoming opportunities.
- Leverage embassies in DC and other key capitals to help connect the dots - receiving a wire from embassy abroad or from the capital can often spark action
- Consider adding a ministerial meeting to launch the new strategy to increase political buy-in and support
- Consider bringing back OGP as a main event at future UNGA gatherings, not only on the sidelines.

#### **Next steps:**

- Government of Estonia, Anabel Cruz as Civil Society Co-Chairs and hosts of the Summit, and the SU

to flesh out the proposed narrative and specific ideas for using the Estonia Summit as a major political moment for OGP and the new strategy.

- SU and hosts to plan for future OGP events, with aforementioned feedback on HoS/HoG and ministerial tracks in mind.
- Amend strategy timeline to include a ministerial-level launch in the first half of 2023.

## **Governance Review**

The Governance Review discussions focused on i) gathering viewpoints on current and past successes and challenges; and ii) shaping options for reframing the role of the Steering Committee and the overall governance model to ensure these remain fit for purpose to meet the needs of the new strategy and reflect the maturity of the organization.

The ideas and comments received during these discussions were complemented by additional data collected by an external consultant via a survey of current Steering Committee members; interviews with current and former members, the CEO, and key staff; and the discussions regarding the seven strategic directions and three enabling conditions. A summary of strategic aspirations and tactical suggestions from the Governance Review discussions are outlined below:

### **Governance Review Key Topic 1: Enhancing and Advancing Political Leadership from the Steering Committee**

Stronger political leadership and advocacy was identified as both an individual and collective responsibility of the Steering Committee that needs to be prioritized. In the survey, interviews, and discussions, it was a major topic – both that it is an important role for the Steering Committee, and that much more could and should be accomplished. Ideas to support increased political engagement included:

- Steering Committee, and particularly the Co-Chairs, to play a more active role in strengthening and communicating the expectations of Steering Committee members when they apply and join the leadership body (e.g. attending meetings, in person and virtually, at working and ministerial levels; engage in external outreach activities to other governments; help secure participation at the highest level of government; advocate for OGP and open government values, etc).
- Need for more high level/ministerial engagement and political outreach of Steering Committee governments. Ministerial role needs strengthening and more buy-in, engagement (e.g. chair minister should call every other single SC minister).
- Clarity and commitment of government member expectations including coordination with additional ministries. How to use SC role for greater accountability in their own countries by government members, including, for example, with cabinet workshops. Explore other possibilities of engaging other branches of government to maximize engagement and impact.
- Consider political windows of opportunity at the international level: plan ahead for relevant global summits/events and activate SC and the action network to weave in elements of open government in political speeches and positioning OGP as a ready-made implementation mechanism with government-civil society partnership built in. All SC members should be linking to their various networks to promote OGP.
- Leverage Envoys and Ambassadors more strategically, including review of roles and how to engage and support for greater impact.
- Engage MFAs more; speak with embassies in DC - and other key capitals - more to connect the dots and influence.

- Leverage thematic priorities, create more intentional and sustained campaigns. Ideas related to this noted challenges in the selection, timing and execution of themes selected by Chairs and the ones included in broader OGP strategies and annual work plans, with a general sense that these processes should be reviewed and enhanced for better strategic alignment.

## **Governance Review Key Topic 2: Explore Adding New Voices**

Inclusivity is an important value for OGP and an essential element of its mission of civic participation. Moreover, having the right people in place at the right time contributes to successful political leadership and advocacy. Input on this topic was in large part about the question of local government participation, but also came up in regards to adequate representation of other movements and themes, particularly women, new leaders, and youth.

Whether or not this topic is addressed by expanding the Steering Committee, identifying additional sector representatives, such as from local government, or finding other ways to engage and provide a voice (voting or nonvoting) in OGP governance, it appears ripe for further conversation and development of options. As noted, the co-leadership and equal number of Steering Committee members has broad support and is widely viewed as essential to OGP's success. Accordingly, whether and how to include additional voices in a governance role should proceed with great care.

Ideas related to optimizing the representation of additional critical voices included:

- Achieving diversity in all its aspects and balancing that with the model of co-leadership and the selection/election processes.
- Need to generate interest in serving on SC, creating, and cultivating a pipeline of leaders.
- Following the strategic direction to be more inclusive of local government, there was clear support for the importance of this segment to the SC, without clear direction of how to make it happen and whether it meant SC membership or some other mechanism.
- Specific groups mentioned included women and youth in addition to regional representation. Here again, these voices may be both representative for purposes of inclusivity and/or as representatives of global, regional, or local movements.
- Donors and members of parliament/legislative bodies were also mentioned.
- Engage new leaders where open government is emerging in new countries.
- SC members should link to their own various networks to promote OGP.
- Consider regional approaches: different partnerships, alliances etc. carry significance in different regions.
- Pay attention to the power dynamics within meetings; ensure all are heard, especially new members.

## **Governance Review Ways of Working & Supporting Conditions**

There were two categories of suggestions to enhance and optimize the working of the SC. First, the selection processes, roles/expectations, and terms. Second, focusing on efficient ways of working to optimize time spent strategically as a team and in meetings. Ideas included:

- **Selection/Election/Expectations of Members and Chairs**
  - Amend the role description of the Steering Committee to more clearly articulate the external leadership role it plays, and the expectation and timelines related to SC work in order to raise accountability and ownership of SC membership; enhance orientation/induction for new SC members.

- Make SC membership more attractive and visible by strengthening the value proposition for joining and better communicating what it does and how it works. This can help build a robust pipeline of future leaders from government and civil society.
  - Review the Steering Committee government and civil society selection processes to ensure alignment with the new strategy and ensure greater inclusion and representation of different voices.
  - Extend the term length for co-chairs to enable them to accomplish more and maximize the full machinery of government and diplomatic engagement.
  - Play a more active role in fundraising, especially by government SC members, including by raising country contributions and leading by example.
  - Explore ways to address the challenge Civil Society members often face due to financial resources and time constraints from their organizational roles outside OGP, particularly true for small, less well-resourced organizations.
- **Cohesiveness and Strategic Meetings**
    - Ensure SC meetings are more focused on strategy, less on process, less scripted. More time for in-depth conversation. SC meetings should move from discussion to decision to action to raise accountability.
    - There should be more collective planning with the SC as a whole, rather than separate discussion with CS or Gov reps.
    - Review the mandates of the different subcommittees to ensure they align with, and contribute to the new strategic direction.
    - Reconsider consensus approach as the default for decision-making; voting should be used more to ensure the SC is more agile.
    - Goal of one voice for the Steering Committee. Shift culture/ways of working of SC & SU to ensure that in big moments we leverage our collective power/voice.
    - SC needs strategic coherence in talking about OGP externally. Check communications, nomenclature, jargon, acronyms to ensure clear and consistent terminology that supports expectations, roles, priorities, new strategic direction.
    - Emphasize and grow esprit de corps. More team building and opportunities to work collectively (Note that this need was heightened in part due to pandemic limitations on in-person meetings.)

## Next Steps for the Governance Review

- The Governance and Leadership Subcommittee will review and prioritize the ideas that emerged from the Governance Review discussions, ensuring alignment with the new strategy.
- The next phase of the Governance Review will focus on the 'how' and on developing options and proposals for consideration of the Steering Committee.



# Attendees

## Government Steering Committee Members

### Government of Canada

Jean Cardinal	Director Open Government at Treasury Board of Canada Secretariat
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### Government of Chile

Valeria Lübbert	Executive Secretary, Presidential Advisory Commission for Public Integrity and Transparency
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### Government of Estonia (Co-Chair 2022 – 2023)

Ott Karulin	Advisor, Government Office
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### Government of Georgia (outgoing member)

Ketevan Tsanava	Head of the Public Administration Unit, Policy Planning and Coordination Department
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### Government of Germany

Sebastian Haselbeck	Policy Advisor, Division for Modern Government, Federal Chancellery
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### Government of Indonesia

Maharani Putri S. Wibowo	Deputy Director for Institutional and States Apparatus Capacity, OpenGov Indonesia Secretariat
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### Government of Italy (Co-Chair 2021 – 2022)

Sabina Bellotti	OGP Advisor, Administrative Innovation, Skills Development and Communication Office
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### Government of Kenya

Philip Thigo	Senior Advisor, Data, Innovation and Open Government, Office of the Deputy President
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### Government of Korea (virtually)

Yujin Lee	Deputy Director, Innovation Planning Division, Ministry of the Interior and Safety
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### Government of Nigeria

Clement Ikanade Agba	Minister of State Finance, Budget and National Planning
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Gloria Ahmed	National Coordinator of the Open Government Partnership (OGP) in Nigeria
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### Government of the United Kingdom

Sue Bateman	Deputy Director, Data and Innovation - Central Digital and Data Office
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## Civil Society Steering Committee Members

Anabel Cruz (Co-Chair 2022 - 2023)	ICD Uruguay
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Natalia Carfi	Open Data Charter
Helen Darbshire (outgoing member)	Access Info Europe
Aidan Eyakuze (Co-Chair 2021 – 2022)	Twaweza
Eka Gigauri	TI Georgia
Blair Glencorse	Accountability Lab
Lucy McTernan	Scottish Open Government Partnership
Stephanie Muchai	International Lawyers' Project
Aarti Narsee (representing Lysa John)	CIVICUS
Luben Panov	European Center for Not-for-Profit Law
Elisa Peter (outgoing member)	Publish What You Pay
Doug Rutzen	International Center for Not-for-Profit Law
Barbara Schreiner	Water Integrity Network
Zuzana Wienk (outgoing member)	Currents

## Additional Guests

María Baron	Chair of the OGP Board of Directors; Member of the Strategy Task Force
Mukelani Dimba	OGP Envoy
Robin Talbert	Governance Review Consultant

## Apologies

Government of Morocco