

Creating OGP's Future Together

Strategic Planning 2023-2028

PHASE 2 REPORT

Open
Government
Partnership



In This Report:

About this Report	2
1. Executive Summary	3
2. Background	4
Focus of Phase 2 Consultations	5
Outreach and Getting People Involved	8
Who Has Participated	9
Sense-Making Process	10
3. What We've Heard	11
Retaining the action model & focus, but providing a menu of options, and recognizing and incentivising ambition beyond the action plan	12
Key Takeaways	15
Advancing ambition across the Partnership on select strategic thematic areas	17
Key Takeaways	20
Investing in leadership, inspiration, and innovation to build a stronger and broader collective of open government reformers	21
Key Takeaways	23
Acting on windows of political opportunity	25
Key Takeaways	27
Strengthening alliances, platforms, partnerships, events and political coalitions in support of open government	29
Key Takeaways	32
Rethinking OGP's approach to and investments in public participation	33
Key Takeaways	36
Doubling down on OGP Local	37
Key Takeaways	40
4. What's Next	41
Process next steps	41
How can you contribute to the next steps?	42

About this Report

This report provides a summary of the process and emerging insights from the second phase of the Open Government Partnership's (OGP) process to co-create a new strategy for 2023-2028.

The aim of the report is to analyze and reflect back to you – the OGP community – what we've heard and how it has shaped the draft strategy (currently open for public comment [here](#)), 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.

More on the rationale and process for developing a new strategy, and documentation on the process to date can be found [here](#).

1. Executive Summary

Phase 1 of OGP's process to develop a new strategy for 2023-2028 concluded in seven emerging strategic directions:

- Retaining the action model & focus, but providing a menu of options, and recognizing and incentivising ambition beyond the action plan
- Advancing ambition across the Partnership on select strategic thematic areas
- Investing in leadership, inspiration, and innovation to build a stronger and broader collective of open government reformers
- Acting on windows of political opportunity
- Strengthening alliances, platforms, partnerships, events and political coalitions in support of open government
- Rethinking OGP's approach to and investments in public participation
- Doubling down on OGP Local

Phase 2 of the strategy development process focused on assessing the level of support, enthusiasm and potential for impact of the emerging directions and fine tuning the ideas for pursuing these directions.

The vast majority of those consulted (89%) either strongly agreed or agreed these seven directions, if pursued, would enable OGP to have greater impact. Only a small number of participants (5%) disagreed. Overall, there was strong support for pursuing most of the ideas presented for consultation. The full report outlines each of these strategic directions and ideas, key takeaways from the consultation discussions, and how we have responded to them in the draft strategy. There were divergent views on the need for, and the feasibility and efficacy of OGP applying stronger sanctions on non performing members, and on OGP carrying out broader assessments of member progress on key open government policies. These areas will continue to be explored through Phase 3 of the strategy process to find an approach that best responds to both the demands and concerns of the OGP community.

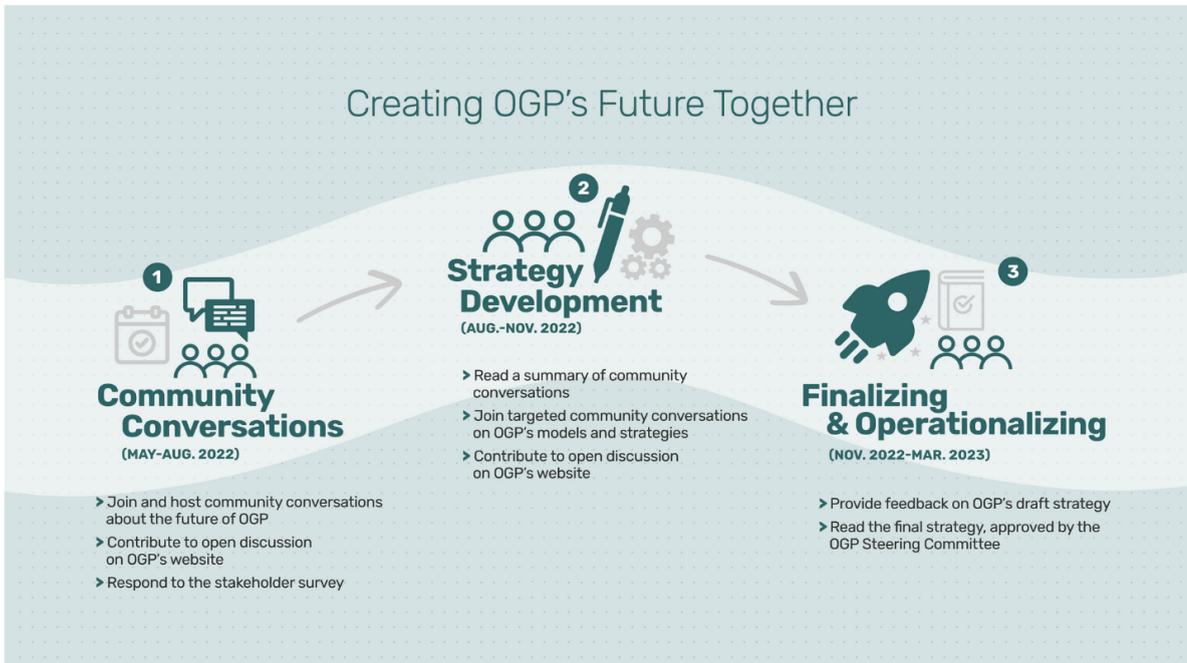
The inputs received through the consultations on the seven directions have been consolidated to develop the [draft 2023-2028 OGP strategy](#), which is available for public feedback now through February 15, 2023. The seven directions are consolidated into four overarching strategic goals, with updated vision and mission statements. Phase 1 also identified securing strong political support, protecting and expanding civic space, and mobilizing resources for the open government community as preconditions for any OGP strategy to succeed. Efforts to secure these preconditions were also incorporated into the draft strategy.

Clearly there are expectations and ideas from many in our community for the Partnership to strive for greater ambition and impact, building on the successes and lessons learned from the first decade, even as the conditions and resources for open government are deteriorating in many places. Others have cautioned that ambition needs to be balanced with feasibility for implementation. This makes it all the more important for the strategy to be co-owned by all actors that make up the Partnership.

In the next phase, work to operationalize the strategy, including the role of the OGP Support Unit and IRM and the governance arrangements will begin. But first, we welcome inputs to strengthen the [current draft](#) until February 15.

2. Background

In May 2022, OGP launched the process for developing its strategy for 2023-2028. The strategy is being developed, with extensive consultations with the OGP community and beyond, in three phases.



Phase 1 (which ran from May to August 2022) focused on big picture questions and discussions around the most significant future contribution of open government and the most catalytic and effective role for OGP. Results from this phase of the consultations can be viewed [here](#).

The findings from the first phase led to development of [seven potential emerging strategic directions and three preconditions for success](#), which were presented to the OGP Steering Committee at their retreat in October 2022. The validated strategic directions and ideas to pursue them were then put to public consultation as part of Phase 2, which focused on *how* OGP can make its best contribution, with options for new models and strategies. This report summarizes the findings of this phase and situates the resulting draft strategy that is now available for public comment [here](#) in the inputs received. This phase will end with updating the strategy based on the comments received on the draft to produce the final strategy to be approved by OGP's Steering Committee at the end of March 2022.

In the first quarter of 2023, the OGP Support Unit and IRM, under the guidance of the OGP Steering Committee and Board, will commence the third phase of operationalizing the strategy by developing the implementation roadmap.

More on the rationale and process for developing a new strategy and documentation on the process to date can be found [here](#).

Focus of Phase 2 Consultations

Phase 2 consultations focused on exploring a series of seven strategic directions that emerged from Phase 1 consultations as promising areas for OGP to pursue in the next five years:

Retaining the action model & focus, but providing a menu of options, and recognizing and incentivising ambition beyond the action plan

Phase 1 consultations emphasized that one of OGP's unique value propositions is its model of co-creation, action, and accountability, but consultations also pointed to a desire to make changes to the action plan model and process – and offer upgraded guidance and services – to make it fit for purpose for a wider range of situations.

Some of the limitations of the current model that were mentioned included: smaller and standalone commitments rather than broader ambitious reforms that may be implemented over longer time frames; no clear way to recognize open government reforms or innovation taking place outside the OGP action plan; running into problems of securing credible, ambitious plans that can be implemented both in low- and high-capacity environments; challenges in aligning with other government processes and timelines; challenges for civil society legitimizing a 'whole of government exercise' in certain contexts, rather than being able to work with genuine reformers; and, a lack of entry points for catalyzing and recognized advances on open government in near- and non-eligible countries/locals.

Recent changes to the OGP action plan process and co-creation standards have already introduced greater flexibility, including the ability to develop a four-year (rather than two-year) action plan, which should already cater for some of these concerns.

With this in mind, during Phase 2 we explored some ideas and proposals for how OGP's action and membership model can be improved.

Advancing ambition across the Partnership on select strategic thematic areas

Phase 1 consultations clearly pointed to the community's broad agreement that OGP should uphold one of its central design principles – of a country-owned framework and process of determining priorities – and remain open to action across a broad spectrum of policy areas, acknowledging that members will have different priorities and maturity levels depending on their context.

The consultations also highlighted the uneven progress on different thematic policy areas – some have advanced substantially over the years and the baseline has moved on key open government topics including access to information, open data or procurement, while others have shown less progress. OGP's efforts to create a race-to-the-top has not borne materially significant results on raising the floor across the Partnership across different policy areas. .

During Phase 2, we explored how OGP can incentivise ambition across the Partnership through open government norm, standards and thematic focus.

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

Phase 1 consultations pointed to strong support for investing in the ability of reformers to deliver by building their commitment, knowledge, skills and leadership capabilities. Open government approaches are often not known or attractive enough for public officials or politicians to adopt. This is even more pertinent in the difficult political environment that reformers in many contexts need to navigate. Furthermore, the consultations showed that skills needed to embed co-creation and open government as the default of how government works need to be further developed in the public service, across contexts.

While peer exchange and learning – focusing on sharing knowledge and knowhow, and technical assistance through partners – have for long been part of the OGP offering, efforts to do so in a systematic way that builds a broader range of skills and capabilities are nascent. In 2021, OGP launched the Open Government Leadership Collaborative, a pilot cohort of 22 government leaders across regions that has since been expanded. Consultations also pointed to the need for OGP to invest much more in unlocking its assets – the examples and stories, the data, the evidence, the innovation and the network – and making them much easier to access and use for a range of audiences and through a range of formats.

During Phase 2, we explored some specific ideas for how OGP should invest in leadership, inspiration, and innovation to build a stronger and broader collective of open government reformers.

Acting on windows of political opportunity

Phase 1 consultations unsurprisingly surfaced that advancing open government has become an uphill task in the current environment of democratic backsliding and decline of civic space, and the lack of a significant mass of high level political leaders supporting and driving the agenda.

OGP's own experience – and external evaluations – have reinforced the need for political support as one of the most important drivers of change to co-create and implement ambitious reforms. Naturally political interest will fluctuate across members over time, meaning OGP needs to be strategic and agile in more quickly identifying windows of opportunity and acting upon them. These might include an election where reform minded politicians take office, a change of Head of Government or Minister responsible for the open government agenda, an external crisis or shock that resets the policy-making environment or opportunities created by social movements and pressure from civil society. The Phase 1 consultations reinforced this view that OGP must have the ability to move more quickly, including not being tied down by the action plan model and rules.

During Phase 2, we further explored how OGP can best respond to windows of political opportunity to achieve transformative reforms.

Strengthening alliances, platforms, partnerships, events and political coalitions in support of open government

Phase 1 consultations demonstrated appreciation for the role OGP has played in catalyzing and growing the community of reformers advancing open government at the global and national levels. This includes bringing people together around a common agenda, influencing other organizations, platforms and fora or processes at regional or national levels, and providing a mechanism for commitments and pledges made elsewhere to be grounded and implemented through the OGP national and local processes.

At the same time, consultations also pointed to a number of risks for the open government community: the waning of political leadership and support, and prioritization of other issues; the steady decline of civic space – a precondition for the OGP model to succeed; declining energy around OGP in places where it is not delivering; recent shifts in priorities of traditional funders of this agenda away from open government (as a term, new trends often have a clear open government dimension, e.g., localisation, democracy).

During Phase 2, we explored how OGP should strengthen alliances, platforms, partnerships, events and political coalitions in support of open government.

Rethinking OGP's approach to and investments in public participation

Across Phase 1 consultations, deepening and expanding work on public participation surfaced as the most important contribution area for OGP. Participation is a core OGP value, a precondition for open government, an important contributor to co-creation and an area that OGP has advocated for since its inception.

Most OGP policy recommendations include measures on strengthening participation and there are many scattered good and innovative examples throughout the Partnership's history, for example, around citizen budgeting, oversight of procurement, feedback loops around services, citizens' assemblies, and on institutionalizing public engagement. Yet, expectations are not met and successful exercises in public participation are not often enough being translated into more systemic changes in how people influence and engage in the decisions that affect them including institutional reforms that enable consistent public participation at scale. This is likely, in part, due to OGP having not invested in public participation to the same level as other topics, but there is a need to identify what level and focus of investment is needed to make a systemic impact.

There is clearly a demand for people to be able to turn to OGP to understand what innovations and good practice can look like in a diverse range of contexts and for OGP to play a more substantial role with the open government community in working out how to unlock the transformative potential of public participation.

During Phase 2, we asked how OGP should expand and deepen its approach and investments in public participation.

Doubling down on OGP Local

In 2019 OGP undertook a comprehensive process to develop a new strategy for OGP Local which sought to redesign OGP's strategy for promoting open government at the local by: 1) creating a pathway for significantly expanding OGP Local membership from the pioneer cohort of twenty; 2) investing in fostering greater national-local collaboration, 3) building a stronger platform for knowledge, learning and innovation open to all, including non members. Since the launch of that strategy, 76 new jurisdictions have joined OGP Local supported by a new set of rules, onboarding processes, monitoring and evaluation guidelines, and a new data management system to enable electronic filing of action plans and assessments.

Across Phase 1 consultations, OGP Local emerged as a prime opportunity to grow and strengthen the open government movement, and increase and demonstrate the impact of open government reforms in people's lives. Consultations also pointed to the need and opportunity to further enhance

the support available to Locals (technical, political and leadership capability development for both government and civil society) and to improve national-local collaboration on open government including exploring stronger cooperation of OGP Local with other local government-related initiatives (global, regional, national). There is also a strong suggestion that better connecting OGP Local within other areas of OGP work, especially when it comes to inspiration and innovation, learning, and stories and value propositions, is essential as is mainstreaming Local throughout the new strategy.

During Phase 2 consultations, we asked how OGP should strengthen and grow OGP Local sustainably.

Outreach and Getting People Involved

Phase 2 consultations focused on trying to maximize the opportunities for the OGP community and other stakeholders to input – both online and offline – in line with the overall design principles of the strategy process.

We communicated 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 via our mailing lists and social media. We also invited all to engage at the regional meetings and during the open community dialogues.

We used the following channels to receive contributions:

- **Online discussion platform:** We used an online platform called [Consider.It](#) to enable feedback and discussion of the ideas to address the seven strategic directions that emerged from Phase 1. The platform enabled participants to rate the extent to which they agreed or disagreed with the ideas, along with their reasons (pros and cons), as well as submit their own ideas for consideration by others.
- **In-person and online events:** 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 a dedicated session](#) on November 1) served as crucial moments to validate and build upon the findings highlighted in the first paper and to explore some of the specific models and strategies OGP can deploy in realizing the potential strategic shifts. Besides these regional stakeholders, OGP also organized a conversation on the strategy with funders on November 9.

The Steering Committee also dedicated their [working level retreat](#) in October 2022 on the strategy and provided the steer to shape the next stages of Phase 2 consultations.

Finally, the OGP Support Unit organized [four community conversations](#) in November for all interested stakeholders. We made an effort to announce all public events with advance notice.

Across 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.

- **Engaging with comments received:** All the inputs received by the Support Unit through the various channels were [published](#), with the option for anyone to send written inputs or questions to strategy@opengovpartnership.org. Comments received on [Phase 1 Report](#) can also be viewed in the Google Doc version [here](#)

A [dedicated page](#) on the OGP website, which is easily accessible through the OGP home page includes all materials related to the strategy process.

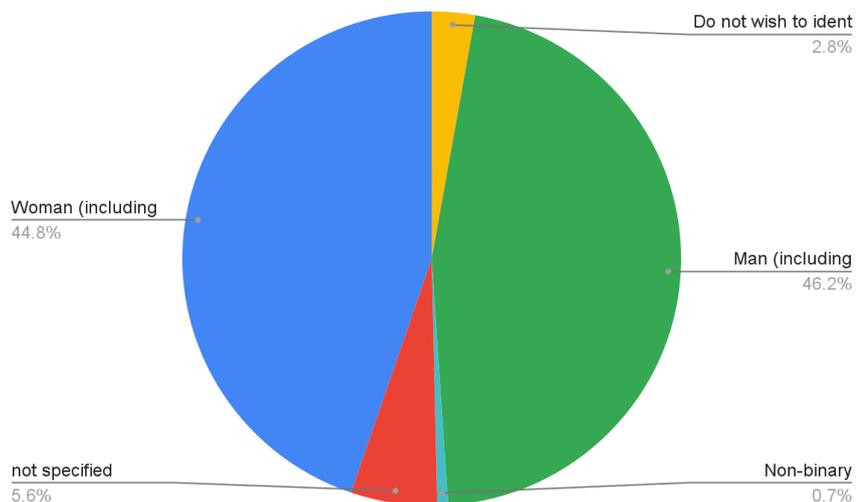
Who Has Participated

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:

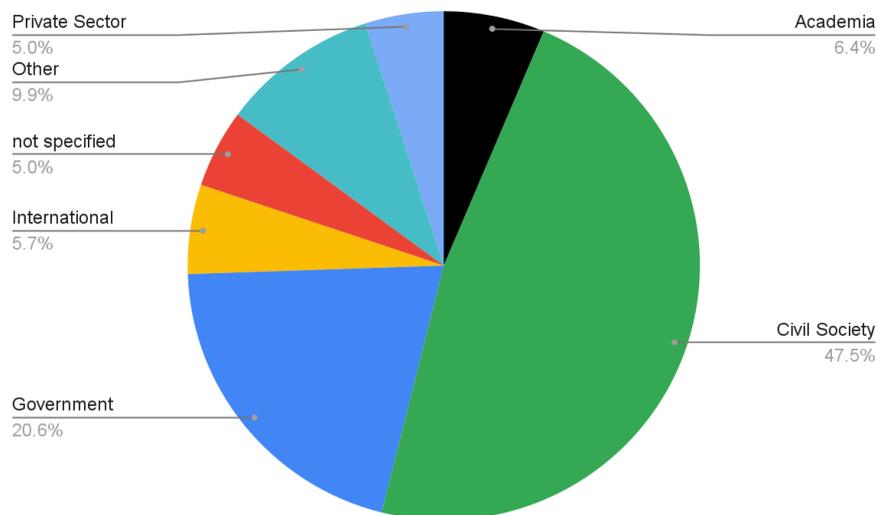
Channel	Number and Profile of Participants	Data Limitations
Consider.it	<p>46 participants, who submitted 364 opinions and 64 reasons.</p> <ul style="list-style-type: none"> ● Regions: <ul style="list-style-type: none"> ○ Africa and the Middle East – 24% ○ Americas – 33% ○ Asia and the Pacific – 11% ○ Europe – 33% ● Sector: <ul style="list-style-type: none"> ○ Academic – 7% ○ Civil Society – 46% ○ Local Government – 13% ○ Multilateral / International Organisation – 9% ○ National Government – 15% ○ Private Sector – 2% ○ Other – 7% 	<p>Basic demographic data collected from all participants through registration.</p> <p>Proposals have a relatively low number of responses each (Average: 7 opinions per proposal)</p>
SC/SU organized or supported consultations	<p>11 conversations, 347 participants, primarily in group settings.</p> <ul style="list-style-type: none"> ● Group Consultations <ul style="list-style-type: none"> ○ Regional Meetings: 3 in person events with a total of 160 participants ○ Community Conversations: 4 virtual events with a total of 116 participants ○ Other (Steering Committee, Donors, IRM Community Dialogue): 4 events with a total of 51 participants ● A small number of informal 1-1 consultations with thematic and national stakeholders at the sidelines of events collected broad feedback on this phase of the strategy. 	<p>Demographic data is not collected consistently and is varied across in-person and virtual events, so is excluded here.</p>

The graphs below provide insight into the participants of the online discussion. Note that comparable data was not collected at the in-person events, or the discussion with donors. The discussions that took place during the regionals broadly attracted core OGP stakeholders from both government and civil society organizations.

Gender



Participant Sectors



Sense-Making Process

All the inputs received in this second phase are available in their raw format [here](#). The Phase 2 consultations were designed to ask the community if the emerging directions would enable us to have greater impact as a partnership and to gauge which investments would have the greatest impact in their context or areas of work. The results of these polls have been aggregated across

conversations and summarized below. Qualitative insights were parsed to assess the level of agreement or disagreement with specific strategic directions or underlying ideas to pursue them, identify areas that are contested with divergent views on how best to move forward, and identify any new ideas that were not presented as part of Phase 2. Note that in interpreting the results, we have to be mindful of the limitations of who has and has not been able to contribute to date and how that might call for caution in arriving at conclusions.

3. What We've Heard

We asked participants in the online community conversations the extent to which they felt the shifts laid out in the seven strategic directions will enable OGP to have greater impact. The vast majority (89%) either strongly agreed or agreed that they would, with most agreeing (74%). Only a small number of participants disagreed or strongly disagreed (5%).

To what extent do you agree that these shifts will enable us to have a greater impact as OGP?	Count	Percentage
Strongly Agree	12	15%
Agree	60	74%
Neither agree nor disagree	5	6%
Disagree	1	1%
Strongly disagree	3	4%

We also asked participants in these conversations, of the seven strategic directions, which three they felt would have most impact in their context or for their needs. There was strongest support for “investing in leadership, inspiration and innovation” and “strengthening alliances, platforms, partnerships, events and political coalitions”, which were both selected by more than half of participants. All seven directions were chosen by at least a quarter of the participants within the top three investments that would have the most impact in their context.

Which top three investments do you think would have the most impact in your context/for your needs?	Count	Percentage
Investing in leadership, inspiration, and innovation to build a stronger and broader collective of open government reformers	50	59%
Strengthening alliances, platforms, partnerships, events and political coalitions in support of open government	45	53%
Rethinking OGP's approach to and investments in public participation	37	43%

Retaining the action model & focus, but providing a menu of options, and recognizing and incentivising ambition beyond the action plan	36	42%
Doubling down on OGP Local	29	34%
Acting on windows of political opportunity	26	31%
Advancing ambition across the Partnership on select strategic thematic areas	21	25%

Across the community conversations, online discussion platform and steering committee retreat we received a range of feedback from the open government community on these directions, which is summarized below.

Retaining the action model & focus, but providing a menu of options, and recognizing and incentivising ambition beyond the action plan

Steering Committee

Among the OGP Steering Committee, there was consensus on keeping the current action model at the heart of OGP (e.g. co-creation, implementation, monitoring) and that the new [Participation & Co-Creation Standards](#) approved by the Steering Committee in November 2021 offer plenty of flexibility and adaptability that can be applied to diverse contexts and situations across OGP. In order to support this, as OGP transitions to the new standards in 2022 and 2023, it was agreed that there should be robust guidance, services, and incentives to better communicate the flexibility and adaptability offered to all members.

Steering commitment members felt that 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.

Other conclusions from the steering committee included:

- 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.

These conclusions helped to refine the ideas and options on the action model that were considered by the wider OGP community and other stakeholders via the community conversations and online discussion platform.

Community Conversations

Across the Phase 2 community conversations, there was continued support for maintaining action as a core focus of OGP. Participants spoke about the action plan model being helpful, as it keeps focus and provides strategic direction.

The need for flexibility within the action model was again emphasized, with participants particularly pointing to the need for flexibility of time frames in order to be able to respond to arising opportunities and fit with external milestones. There was some disagreement among participants on whether the process was already sufficiently flexible or not and it was clear from some of the discussion that the recent changes to the rules – which have added more flexibility, including 4-year action plans – are not yet well understood.

4-year action plans were a significant focus of discussion during the community conversations. Some participants spoke about the benefits of 4-year action plans as being able to manage deadlines with other government processes and promoting “inter-institutionality”, involving different agencies in a comprehensive strategy, with clear objectives and policies aligned with budgets, and creating synergy with other plans or strategies. However, other participants raised some challenges and concerns with 4 year action plans, with fears that it would slow down the process; generate lethargy and discourage the full implementation of commitments; and exacerbate the risk of governments disowning an action plan. It was suggested that 4-year action plans should only be open to members where the IRM shows ambition and implementation. The suggestion was also made that action plans needed to end at least 6 months before the delivery of the next one, in order to allow a window between delivery and co-creation.

Some participants pointed to challenges with transitions between governments, resulting in new administrations not being aware or aligned with previous commitments. Some pointed out that governments currently do not co-create action plans with parliamentary colleagues when an action plan spans a general election, suggesting that changing this could create ownership across election cycles.

There was disagreement among participants over the extent to which OGP should use carrots or sticks within the action model. Some felt that governments are incentivized by sticks rather than carrots, with the suggestion to “Make them small sticks, but sticks nonetheless.” Others felt that sticks create more harm than good and/or that country context should be taken into account when choosing between them. It was suggested that there is a need for greater peer pressure to support better implementation of OGP.

There was strong support for a continued focus on co-creation, but there was some concern expressed that this risks being turned into co-option or capture due to power imbalances. The shrinking of resources for CSOs was felt to further compound the problem of power disparities. Relatedly, there were some who felt that OGP's requirements should be increased. One specific suggestion was that OGP should amend the co-creation standards by moving the required level of participation up the IAP2 spectrum from "involve" to "collaborate" or "empower", with the idea of making governments "walk the talk" and learn the benefits of participation to be reused in other work.

Reflecting on the idea that OGP should recognise open government reforms outside of action plans, it was suggested that OGP should adopt a dual action plan and open plan model, with the open plan model recognising actions outside of an action plan that exemplify open government. Linked to this, it was suggested that OGP should hold calls for submissions on OGP like initiatives in order to recognise them.

The need to give continuity to action plans was expressed as being critical. It was highlighted that we do not know what happens to commitments after the 2-year implementation period if those commitments do not revert to subsequent plans.

There was some concern expressed about the idea of thematic standalone commitments, with the worry that this could provide perverse incentives for governments to abandon the national process and opt for a standalone process.

On the other hand, the idea of different levels of government participation (e.g. candidate status) received interest. It was suggested that this could also be applied to current OGP members where they do not meet standards, rather than making them "inactive".

Online Discussion

A total of eight proposals were made in response to this strategic direction, with five from the OGP Support Unit and Steering Committee, and three from the wider OGP community. All proposals received a net positive score of between 0 and 1, signaling overall support for the idea. All proposals are listed in the table below in order of their average level of support (highest first).

Proposal	Submitted by	Number of opinions	Average level of support (Scale -1 oppose; 0 neutral; 1 support)
Encourage the development of a longer term open government strategy for members where there is strong open government momentum	OGP	12	0.67
Pilot cross country commitments	Community	6	0.66
Explicitly capture and recognize action taking place outside the OGP process and plan	OGP	12	0.64

Develop an escalating series of sanctions or demerits for members that renege on commitments	Community	14	0.48
Support and incentivise open government action by non members	OGP	13	0.46
Depoliticization of the Steering Committee of OGP	Community	4	0.46
Offer a menu of options within the current action plan model and process	OGP	10	0.43
Develop a more distributed support system for members	OGP	10	0.3

Participants were invited to give reasons, by the way of pros and cons, for their opinions on these proposals. Key points, with a particular focus on concerns, included:

- Significant support for longer term open government strategies, but a concern that they are not too long term in order to retain tangibility of action;
- Significant support for recognizing action outside of action plans, but emphasis that this action must be linked to key open government policy areas and concern about the resource implications of reviewing and evaluating actions outside of OGP;
- Support for having a menu of options for action plan models, but concerns that it might inadvertently restrict originality and that they would need to work for all contexts;
- Support for developing a more distributed support system for members, but concerns that the web cannot replace the human personalized approach that is unique to OGP and that global support might be more attractive or respected.

Key Takeaways

The following table sets out our key takeaways on this strategic direction and how we will respond to them in the draft strategy.

Takeaway	Response
Significant support for OGP to retain the action model, but provide a menu of options, and recognizing and incentivising ambition beyond the Action Plan, with this emerging as a medium priority of the community.	Taken forward in the draft strategy. See Strategic Goal 2.1. Strengthen the action framework with attractive fit-for-purpose options, to enable all levels and branches of government across different contexts to advance open government. The menu of options, guidance and services will be developed during strategy implementation.
Strong support for a more flexible approach to action plans, particularly to include the development of longer term open government	Taken forward in the draft strategy. See Strategic Goal 2 Catalyze transformative action towards making open government the norm at

<p>strategies. However, the focus should remain on tangible action.</p>	<p><i>all levels and branches of government</i>. The rules and guidance for members to pursue this approach will be developed during strategy implementation.</p>
<p>Strong support for capturing and recognizing open government actions outside of action plans</p>	<p>Taken forward in the draft strategy. See <i>Strategic Goal 2.2 Record, incentivize and recognize action beyond OGP action plans and processes, and beyond OGP members</i>. The modalities for doing so will be developed during strategy implementation.</p>
<p>Significant support for supporting and incentivising open government action by non members</p>	<p>As above.</p>
<p>Significant support for a more distributed support system, but concern this should not detract from the personal nature of OGP</p>	<p>Taken forward in the draft strategy primarily under <i>Strategic Goal 4 Become the home of cutting edge open government inspiration, innovation, evidence and stories</i>. As the menu of options and supporting guidance and services for action plans (and beyond) are fleshed out during implementation, identifying the processes and infrastructure needed to enable a more distributed system of support will be part of the exercise. The OGP Support Unit and IRM will consult stakeholders on practical, effective and sustainable ways to achieve this.</p>
<p>Support for offering a menu of options within the current action plan model and process, but concerns that this should not constrain originality or that options (e.g. thematic standalone action plans) should not create perverse incentives for governments to abandon national processes</p>	<p>Taken forward in the draft strategy. See <i>Strategic Goal 2.1. Strengthen the action framework with attractive fit-for-purpose options, to enable all levels and branches of government across different contexts to advance open government</i>. The menu of options, guidance and services will be developed during strategy implementation.</p>
<p>Support for developing a more distributed support system for members, but concern that this might detract from the personalized approach of OGP and lower support than other ideas</p>	<p>As above.</p>
<p>A proposal, with strong support, to pilot cross-country commitments</p>	<p>This is not explicitly included in the current draft strategy. It could be explored as one of the</p>

	ways in which members are challenged to drive collective ambition and results in key policy which forms Strategic Goal 3 in the current draft.
A proposal, with significant support, to develop an escalating series of sanctions or demerits for members that renege on commitments, but concern about the efficacy of OGP's "sticks"	There continue to be divergent views within the community and the Steering Committee on the feasibility and efficacy of imposing greater sanctions/sticks. One of the ways in which the strategy can respond to this is by simplifying rules of membership and acting contrary to procedures as the menu of options and rules are updated. As part of Strategic Goal 3.4 Pursue expanded civic space through inspiring action-first leadership , the OGP Steering Committee will reconsider the sanctions applied for civic space violations as part of the Governance Review that will take place in 2023.

Advancing ambition across the Partnership on select strategic thematic areas

Steering Committee

During their retreat, the Steering Committee provided a 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 two or three 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 SC and/or SU.

Partnership-wide challenges on thematic issues require both technical and political investment by the SU, Steering Committee and broader Partnership. The Steering Committee 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).

A subset of Steering Committee 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.

Other conclusions from the steering committee included:

- 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).

- 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 Steering Committee 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.
- 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.

These conclusions helped to refine the ideas and options on advancing thematic ambition that were considered by the wider OGP community and other stakeholders via the community conversations and online discussion platform.

Community Conversations

A range of views were expressed on how OGP can incentivize ambition on strategic thematic areas during the community conversations.

The need to take a strategic approach was one strand of the discussion. It was suggested that OGP needs to identify areas where we believe we can make a difference and then create checkpoints throughout the coming years to adjust the approach if necessary. A related suggestion was to develop thematic strategies that are co-created with points of contact and civil society in a region, as well as hold regional conversations from time to time in order to agree on ambitions within a region.

Another suggestion was that OGP needed to go beyond the action plan to achieve impact on thematic areas, particularly by collaborating with existing, larger programs and proactively reaching out to agencies relevant to thematic areas.

Enabling connections and relationships between different stakeholders on thematic issues was a particular feature of discussion. For example, there were suggestions to equip stakeholders with tools to engage governments on specific issues or topics and to invest in connecting like minded stakeholders across governments.

Awards were identified as a powerful tool to incentivize and accelerate progress. Specifically, there was a suggestion that OGP should reward innovations, including innovative topics or initiatives that other countries are not developing, in order to incentivize action. Linked to this, the idea of challenges to solve specific problems and allow communities to share their solutions also received

interest, with the suggestion that OGP could create contests and prizes to fund ideas that could be implemented.

On the idea of benchmarking, it was suggested that OGP should differentiate and set appropriate benchmarks according to the baseline of specific members. The need to take a differentiated approach was also raised in relation to campaigns, where it was suggested that they should be regionally tailored.

Online Discussion

A total of eight proposals were made in response to this strategic direction, with six from the OGP Support Unit and Steering Committee, and two from the wider OGP community. All proposals received a net positive score of between 0 and 1, signaling overall support for the idea.

All proposals are listed in the table below in order of their average level of support (highest first).

Proposal	Submitted by	Number of opinions	Average level of support (Scale -1 oppose; 0 neutral; 1 support)
İnkişaf etmiş ölkələrdə buna az ehtiyac var, ancaq avtolitar rejimli ölkələrdə Vətəndaş Cəmiyyətləri sıxışdırılır və təqiblərə məruz qalır. QHT-ları maliyyəcəhətdən tənəzzülə uğrayır və hökumətlər onları sıradan çıxarır və ya özünə tabe edir [TRANSLATION: There is little need for this in developed countries, but in countries with autocratic regimes, Civil Societies are suppressed and persecuted. NGOs suffer financial decline and governments shut them down or take them over]	Community	2	0.82
Launch campaigns and/or collective challenge-based approaches	OGP	11	0.65
Promote benchmarks, maturity models or standards	OGP	8	0.63
Review how the action plan and IRM – and accompanying guidance – can better incentivize thematic ambition	OGP	7	0.61
Həvəsləndirmə bütün cəmiyyətlərdə OGP prinsiplərinin geniş yayılmasına nail olacaq. [TRANSLATION: Encouragement will achieve widespread dissemination of OGP principles in all societies.]	Community	3	0.58

Provide member assessments	OGP	12	0.48
Prioritize a subset of key themes for the next five years	OGP	10	0.45

Participants were invited to give reasons, by the way of pros and cons, for their opinions on these proposals. Key points, with a particular focus on concerns, included:

- General support for the idea of providing member assessments, but concern that it goes against the OGP principle that each country is compared to its own development and has a right to decide what to focus on

Key Takeaways

The following table sets out our key takeaways on this strategic direction and how we will respond to them in the draft strategy.

Takeaway	Response
Support for OGP to advance ambition across the Partnership on select strategic thematic areas, though this emerged as a lesser priority among the community	Taken forward in the draft strategy in Strategic Goal 3.1 Set thematic priorities and cultivate coalitions to define and drive collective ambition and sustained results . The final selection of themes and plans to enable progress on each of these will be done during the implementation phase of the strategy.
Strong support for awards programs to recognise and incentivise action	Taken forward in the draft strategy under Strategic Goal 4 Become the home of cutting edge open government inspiration, innovation, evidence and stories
Strong support for launching campaigns and/or collective challenge-based approaches to incentivise action	Taken forward in the draft strategy in Strategic Goal 3.1 Set thematic priorities and cultivate coalitions to define and drive collective ambition and sustained results and Strategic Goal 3.2 Challenge the Partnership to advance key open government policy areas
Strong support for promoting benchmarks, maturity models or standards, but suggestion that there should be a differentiated approach with benchmarks set according to the baseline of countries	Taken forward in the draft strategy in Strategic Goal 3.2 Challenge the partnership to advance key open government policy areas

<p>Strong support for reviewing how the action plan and IRM – and accompanying guidance – can better incentivize thematic ambition</p>	<p>This will be part of the work on implementing <i>Strategic Goal 2.1. Strengthen the action framework with attractive fit-for-purpose options. to enable all levels and branches of government across different contexts to advance open government</i></p>
<p>Significant support for the idea of member assessments on overall open government progress, but some concern that this might go against the founding principles of OGP that each country is compared to its own development</p>	<p>Given the divergent views on whether and how OGP can do this, in alignment with OGP's founding principles, this will be explored in the latter stages of the strategy period as noted in <i>Strategic Goal 3.2. Challenge the Partnership to advance key open government policy areas</i></p>

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

Steering Committee

The OGP steering committee gave a clear steer that OGP should pursue this direction of travel, working in partnership with others (schools of government, experts, partners), potentially building towards a final destination of a formal institute over time.

They recommended adopting 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).

Other conclusions from the steering committee included:

- 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.

These conclusions helped to refine the ideas and options that were considered by the wider OGP community and other stakeholders via the community conversations and online discussion platform.

Community Conversations

As outlined above, investing in leadership, inspiration and innovation was the strategic direction that received the most interest from participants during the community conversations.

It was emphasized that realizing this ambition requires an investment into strong training courses and curriculum, and that this was a good opportunity to collaborate with partners. One specific idea that was proposed was that OGP should offer a MOOC for OGP points of contact and ensure that at least 3 or 4 of the people in the department leading the co-creation of the plan undertake the MOOC. It was suggested that making it a requirement could help ensure its adoption, though it should be pitched as an opportunity for professional development. One participant suggested that relevant courses with official certification in strategic areas, including leadership skills, would increase interest in the community and improve the overall OGP process.

Linked to the previous strategic direction on thematic ambition, it was also suggested that OGP should develop leadership and capacity building programs for thematic communities, using experienced and well renowned public servants and civil society leaders, to engage and train women, youth and other marginalized communities to assume leadership roles.

Another suggestion was to focus on cross-country and/or cross-departmental inspiration, supported by a network of champions and mapping of relevant content. The need to break silos was also emphasized.

Finally, the recognition of leaders in programs such as OGLC was felt to be helpful and should be continued.

Online Discussion

A total of eight proposals were made in response to this strategic direction, with seven from the OGP Support Unit and Steering Committee, and one from the wider OGP community. All proposals received a net positive score of between 0 and 1, signaling overall support for the idea.

All proposals are listed in the table below in order of their average level of support (highest first).

Proposal	Submitted by	Number of opinions	Average level of support (Scale -1 oppose; 0 neutral; 1 support)
Develop a crash course on OGP and open government	OGP	7	0.94
Co-create, curate and disseminate content for inspiration with and for the community	OGP	7	0.93
Create better opportunities for peer-to-peer learning	OGP	10	0.91
Cultivate a stronger movement for open government by investing in the capacity of open government reformers to engage new supporters, connect with social movements and build an open government movement	OGP	5	0.82

Design and offer open government curricula to build skills and knowledge at scale through partnering with schools of government, public policy and political academies	OGP	11	0.75
Recognize and inspire reformers through rewards and challenges	OGP	9	0.74
Additional monitoring is needed in countries that have submitted National Action Plans. Let the relevant information be disclosed.	Community	3	0.72
Scale the Open Government Leadership Collaborative	OGP	8	0.69

Participants were invited to give reasons, by the way of pros and cons, for their opinions on these proposals. Key points, with a particular focus on concerns, included:

- General support for the idea of scaling the Open Government Leadership Collaborative, but concern that it can be “hard and very time consuming to identify leaders (create the network) with a common vision and managing/coordinating the advocacy”

Key Takeaways

The following table sets out our key takeaways on this strategic direction and how we will respond to them in the draft strategy.

Takeaway	Response
Strong support for OGP to invest in leadership, inspiration, and innovation to build a stronger and broader collective of open government reformers, with this emerging as a top priority for the community	Taken forward in the draft strategy in Strategic Goal 1 Build the commitment and capability of a diverse, and growing movement of inter-connected open government leaders and in Strategic Goal 4 Become the home of cutting edge open government inspiration, innovation, evidence and stories
Very strong support for the development of a crash course on OGP and open government, with the suggestion of a MOOC for points of contact	Taken forward in the draft strategy in Strategic Goal 1.3 Partner with schools of government, public service academies, and other learning institutions to spread open government skills and knowledge
Very strong support for OGP to co-create, curate and disseminate content for inspiration with and for the community	Taken forward in the draft strategy in Strategic Goal 4 Become the home of cutting edge open

	<i>government inspiration, innovation, evidence and stories</i>
Very strong support for OGP to create better opportunities for peer-to-peer learning	Ideas to foster better peer-to-peer learning and support are embedded in a number of places in the draft strategy, including efforts to build a stronger political coalition and building cohorts of open government leaders (See <i>Strategic Goal 1</i>), and cultivating coalitions to drive thematic ambition and results (See <i>Strategic Goal 3.1</i>), and making OGP the go to home for inspiration, evidence and stories (<i>Strategic Goal 4</i>). In implementing all of these strategies, OGP will build on the successes and failures of the current approach to peer learning to create conditions for improved peer-to-peer learning
Very strong support for OGP to help cultivate a movement by investing in the capacity of open government reformers to engage new supporters	This will be embedded in the approach to building capacity, skills and knowledge of cohorts of open government leaders (See <i>Strategic Goal 1.2. Enhance the leadership skills and competencies of open government leaders, building cohorts that advance open government action through multistakeholder action</i>), and developing curricula on open government (See <i>Strategic Goal 1.3 Partner with schools of government, public service academies, and other learning institutions to spread open government skills and knowledge</i>)
Strong support for OGP to design and offer an open government curricula	Taken forward in the draft Strategy under <i>Strategic Goal 1.3 Partner with schools of government, public service academies, and other learning institutions to spread open government skills and knowledge</i>
Strong support for OGP to recognize and inspire reformers through rewards and challenges	Taken forward in the draft strategy under <i>Strategic Goal 4.2 Showcase the most innovative and inspiring stories in and outside of action plans and recognize the reformers</i>
Strong support for OGP to scale the Open Government Leadership Collaborative (OGLC), though this received the lowest level of support among the ideas within this strategic direction	OGLC is currently expanded from its current pilot to three cohorts that are being supported over the course of 2022-2023. Lessons from these will be used to inform further development and expansion of OGLC. This is

	part of <i>Strategic Goal 1.2. Enhance the leadership skills and competencies of open government leaders, building cohorts that advance open government action through multistakeholder action</i>)
A proposal, with strong support, that there should be additional monitoring in countries that have submitted National Action Plans	The scope of additional monitoring is unclear from the proposal submitted. As part of the work on strengthening the action framework, OGP will explore how its monitoring efforts through the IRM can support such strengthening.

Acting on windows of political opportunity

Steering Committee

The OGP steering committee concluded that OGP should 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, steering committee, Support Unit, 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).

Alongside this, other conclusions from the steering committee included:

- Prepare 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 manifestors 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.
- Steering Committee 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 Steering Committee and raise the expectations of playing an active role when serving in the Steering Committee. The Steering Committee 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 the Steering Committee/SU prescribing specific actions.
- Extend approach to when political windows of opportunity emerge in noneligible members, offering support towards eligibility and other areas

These conclusions helped to refine the ideas and options on responding to political windows of opportunity that were considered by the wider OGP community and other stakeholders via the community conversations and online discussion platform.

Community Conversations

Acting on political windows of opportunity received comparatively less focus and discussion than other strategic directions during the community conversations, though some clear points were made.

One suggestion was that OGP should develop and deploy standard materials such as welcome letters and a toolkit for political transitions with examples. Linked to this, it was felt that the OGP community needed to get better at documenting what tactics we have tried in the past, as well as learn from the private sector and the agility with which they engage during political transitions. On the other hand, it was emphasized that any action OGP takes on political windows of opportunity needs to be highly differentiated and context specific.

The importance of election cycles as political windows of opportunity was raised, rather than action plans, with the suggestion that OGP needs to engage more proactively during political campaigns and with different parties and candidates across elections.

One participant emphasized that this direction, alongside strengthening alliances, has a growing importance in both allowing OGP to listen to what governments say and being able to listen to bottom up opinions bubbling up. They felt that it was a logical continuation for OGP to understand where power comes from on the ground, rather than prescribing a unified vision.

Online Discussion

A total of seven proposals were made in response to this strategic direction, with six from the OGP Support Unit and Steering Committee, and one from the wider OGP community. All proposals received a net positive score of between 0 and 1, signaling overall support for the idea.

All proposals are listed in the table below in order of their average level of support (highest first).

Proposal	Submitted by	Number of opinions	Average level of support (Scale -1
----------	--------------	--------------------	------------------------------------

			oppose; 0 neutral; 1 support)
Together with partners, mobilize support, and skills and training, and provide incentives for champions	OGP	7	0.82
Develop a deliberate approach to political transitions and proactive outreach to political leaders and champions	OGP	8	0.76
Maintain a watching brief on non members and provide eligibility and other support when windows emerge	OGP	6	0.71
Proactive outreach and support to social movements driving the change (if, any)	OGP	6	0.7
Invest in being prepared to act before windows of opportunity emerge	OGP	7	0.54
Require institutionalization of OGP	OGP	6	0.53
Bütün rəylər göstərir ki, OGP gələcəkdə geniş miqyasda korrupsiyanın qarşısını ala biləcək və yeni standartlarda işləyəcək! [TRANSLATION: All reviews show that OGP will be able to prevent large-scale corruption in the future and will work at new standards!]	Community	0	0

Participants were invited to give reasons, by the way of pros and cons, for their opinions on these proposals. Key points, with a particular focus on concerns, included:

- General support for requiring the institutionalization of OGP, but concern that “institutionalization itself is not a solution if open government is not seen as a strategic goal”.

Key Takeaways

The following table sets out our key takeaways on this strategic direction and how we will respond to them in the draft strategy.

Takeaway	Response
----------	----------

<p>Support for OGP to act on windows of political opportunity, though this emerged as a lesser priority among the community</p>	<p>This is taken forward in the draft strategy in <i>Strategic Goal 2.3. Support members' advance towards open government as a norm, particularly in windows of political opportunity or transition and in countries with vibrant open government ecosystems</i></p>
<p>Very strong support for OGP, together with partners, to mobilize support, and skills and training, and provide incentives for champions to respond to windows of opportunity</p>	<p>As above.</p>
<p>Strong support for OGP to develop a deliberate approach to political transitions and proactive outreach to political leaders and champion</p>	<p>As above.</p>
<p>Strong support for OGP to maintain a watching brief on non members and provide eligibility and other support when windows emerge</p>	<p>Engagement with non members is addressed in the draft strategy under <i>Strategic Goal 2.2. Record, incentivize and recognize action beyond OGP action plans and processes, and beyond OGP members</i>. The draft strategy envisages a role for OGP members and partners to be primary providers of support to non members. Details for this will be fleshed out during implementation.</p>
<p>Strong support for proactive outreach and support to social movements driving the change (if, any)</p>	<p>The draft strategy recognises the important role of social movements in driving open government reform and adopts an approach of supporting local actors to proactively engage with social movements. This is taken forward through a number of strategic goals, including <i>Strategic Goal 1.2. Enhance the leadership skills and competencies of open government leaders, building cohorts that advance open government action through multistakeholder collaboration</i>; <i>Strategic Goal 1.4. Explore how we can build better public support for open government values and reforms</i>; <i>Strategic Goal 2.3. Support members' advance towards open government as a norm, particularly in windows of political opportunity or transition and in countries with vibrant open government ecosystems</i>; and <i>Strategic Goal 3.3. Integrate a focus on inclusive public participation and accountability across all OGP strategies</i>.</p>

<p>Significant support for investing in being prepared to act before windows of opportunity emerge</p>	<p>Taken forward in the draft strategy in <i>Strategic Goal 2.3. Support members' advance towards open government as a norm, particularly in windows of political opportunity or transition and in countries with vibrant open government ecosystems</i></p>
<p>Significant support for requiring institutionalization of OGP, though concern that this is not a solution if open government is not a strategic goal for a member</p>	<p>As above. Note that the strategy does not rely solely on institutionalization as the solution for building support for open government.</p>

Strengthening alliances, platforms, partnerships, events and political coalitions in support of open government

Steering Committee

The OGP steering committee concluded that strengthening alliances, platforms, partnerships, events and political coalitions 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). There were suggestions to also explore regional/subregional alliances and partnerships that may carry significance in different regions.

Alongside this, other conclusions from the steering committee included:

- Leverage more the Steering Committee 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 Steering Committee & Support Unit 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).

These conclusions helped to refine the ideas and options on strengthening alliances, platforms, partnerships, events and political coalitions that were considered by the wider OGP community and other stakeholders via the community conversations and online discussion platform.

Community Conversations

As outlined above, strengthening alliances, platforms, partnerships, events and political coalitions received the second most amount of interest from participants during the community conversations. This was supported by participants' comments, such as it being an "important area of strategy for how OGP remains relevant". It was emphasized by one participant that they felt OGP is more than just a convener, but also an interlocutor and connector, which they saw as an important value compared to bilateral donors. However, there was some concern expressed about the difficulties of broadening the open government community, as well as questions about how building the base at global and domestic levels would work in practice?

Some of the conversation focused on needing to support coalitions and networks at the country or local level. One specific suggestion was that OGP should advance specific strategies to create bonding, networking, empathy and trust between government and civil society stakeholders before co-creation. Another was that OGP should promote that Multi Stakeholder Forums proactively reach out to other organizations and communities working on different thematic areas and invite them to engage with OGP and the open government community. It was also pointed out that, on the political side, Support Unit country visits can help advance political will and support strategic dialogues to build ambition.

There was also discussion about needing to bring stakeholders from different levels together. One such suggestion was that OGP should promote the integration of the national and local OGP communities.

At the global level, it was proposed that OGP build bridges between the international development agencies, funders and CSOs and use more intentionally other multilateral spaces. This was based on a perception of disconnection and duplication of efforts by global organizations.

Linked to the strategic direction on investing in leadership, it was suggested that OGP should involve universities and students to advance open government curricula.

There was an appetite for more effective and attractive communication schemes to reach broader audiences and increase pride of belonging to the open government community, to change narratives to fight back polarization and foster collaboration in difficult political contexts. Participants also spoke about needing to build bridges with media and journalists, including to help shape public opinion in favor of open government.

Online Discussion

A total of nine proposals were made in response to this strategic direction, with four from the OGP Support Unit and Steering Committee, and five from the wider OGP community. All but one proposal

received a net positive score of between 0 and 1, signaling overall support for the idea. One proposal received no expressions of opinion.

All proposals are listed in the table below in order of their average level of support (highest first).

Proposal	Submitted by	Number of opinions	Average level of support (Scale -1 oppose; 0 neutral; 1 support)
Vətəndaş Cəmiyyətləri və icmalarla əlaqəni gücləndirmək. [TRANSLATION: Strengthen engagement with Civil Societies and communities.]	Community	4	0.84
Identify and invest in securing a stronger political coalition for open government	OGP	10	0.81
Influence other agendas/platforms/initiatives and act on windows of opportunity	OGP	9	0.8
Keçirilən hər bir görüş əhəmiyyətli olur və bəhrə verir. [TRANSLATION: Every meeting held is important and fruitful.]	Community	3	0.63
It would be better to involve NGOs and communities representing Civil Societies in countries with authoritarian regimes (mainly countries with underground and surface resources) and strengthen the relationship with them.	Community	8	0.6
Strategically position OGP summits and events politically	OGP	6	0.58
Məlumdur ki, korrupsiyanın ən çox yayıldığı ölkələr təbii sərvətlərə malik olan qeyri-demokratik ölkələrdir, belə ölkələrdə Vətəndaş Cəmiyyətlərinə dəstək lazımdır! [TRANSLATION: It is known that the countries where corruption is most widespread are non-democratic countries with natural resources, Civil Societies in such countries need support!]	Community	1	0.58
Create stronger partnerships with key allies	OGP	7	0.45

<p>OGP-nin gələcək fəaliyyətini gücləndirmək üçün qrantla həvəsləndirmə bəhrə verər. Əsas QHT-lər maarifləndirmə işlərində önəmlidir. [TRANSLATION: A grant incentive would be beneficial to strengthen OGP's future activities. Major NGOs are important in raising awareness.]</p>	Community	0	0
--	-----------	---	---

Participants were invited to give reasons, by the way of pros and cons, for their opinions on these proposals. Key points, with a particular focus on concerns, included:

- General support for influencing other agendas/platforms/initiatives, but a feeling that OGP was already very active on this in the past.

Key Takeaways

The following table sets out our key takeaways on this strategic direction and how we will respond to them in the draft strategy.

Takeaway	Response
Strong support for OGP to strengthen alliances, platforms, partnerships, events and political coalitions in support of open government, with this emerging as a top priority for the community	Taken forward in the draft strategy in Strategic Goal 1.5. Invest in strategic alliances and partnerships as reinforcers and amplifiers of open government principles
Very strong support for OGP to identify and invest in securing a stronger political coalition for open government	Taken forward in the draft strategy in Strategic Goal 1.1. Build a stronger political coalition for open government
Very strong support for OGP to influence other agendas/platforms/initiatives and act on windows of opportunity	Taken forward in the draft strategy in Strategic Goal 1.5. Invest in strategic alliances and partnerships as reinforcers and amplifiers of open government principles
Significant support for OGP to strategically position OGP summits and events politically	Taken forward in the draft strategy in Strategic Goal 1.1. Build a stronger political coalition for open government . Note that the current OGP Co Chairs, the Government of Estonia and Anabel Cruz will use the forthcoming OGP Global Summit in 2023 to strategically position OGP. More information on this will be forthcoming in 2023.

Support for OGP to create stronger partnerships with key allies, though this received the lowest level of support among the ideas within this strategic direction	Taken forward in the draft strategy in Strategic Goal 1.5 Invest in strategic alliances and partnerships as reinforcers and amplifiers of open government principles .
A proposal, with very strong support, for OGP to strengthen engagement with civil society and communities	This focus on strengthening engagement with civil society and communities is embedded across the strategy, but particularly present within Strategic Goal 2.3. Support members' advance towards open government as a norm, particularly in windows of political opportunity or transition and in countries with vibrant open government ecosystems and 3.4. Pursue expanded civic space through inspiring, action-first leadership
A proposal, with strong support, for OGP to involve NGOs and communities representing Civil Societies in countries with authoritarian regimes (mainly countries with underground and surface resources) and strengthen the relationship with them	Strategic Goal 3.4. Pursue expanded civic space through inspiring, action-first leadership , includes plans to partner “with others to improve the access of civil society groups engaging with OGP in difficult contexts to tools, resources and support they can avail of to continue their work”.

Rethinking OGP’s approach to and investments in public participation

Steering Committee

Among the steering committee, there was 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.

There was agreement that OGP should develop an integrated strategy for public participation, as well as integrate the focus on public participation across 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., Lapor!, 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 often 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.

Alongside this, other conclusions from the steering committee included:

- Leverage civil society as a key partner and intermediary for engaging and amplifying citizen voices, and support the engagement of governments and civil society with social movements and citizen 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 citizens to engage deeper, know their rights, and to understand the value of engagement. In several contexts/areas, citizens appear apathetic or disinterested. This may also require that we are strategic and selective to mobilize citizens where they have capacity, interest and incentive to engage. Civil society and education programs may have important roles to play here.

These conclusions helped to refine the ideas and options that were considered by the wider OGP community and other stakeholders via the community conversations and online discussion platform.

Community Conversations

As outlined above, rethinking OGP's approach and investments in public participation received the third most interest from participants during the community conversations. However, there were a range of different views on what OGP should do in order to support participation.

One focus of the conversations was the need to move beyond temporary participation processes and projects, to mainstreaming. It was suggested that public participation needs to be embedded through all government programs and throughout their full life cycle. However, there was some concern that some laws requiring participation have resulted in elite capture, with the suggestion that OGP needs to address this to make participation effective.

It was emphasized that participation requires culture change across leadership, especially within government. One specific barrier to participation that was mentioned is the lack of political understanding of public participation. Relatedly, participants spoke about needing to show evidence to convince skeptics.

The need to be clear about what participation is was another feature of discussion. One suggestion was that OGP should create standards on what participation actually means, including that

participation is not only of voice, but of vote. Another proposal was that OGP should consider creating a barometer of participation, with metrics of participation among members. Different stages of participation can be considered according to the maturity of the national process. It was also suggested that OGP needs to provide technical support on participation.

The importance of placing a clear focus on civic space was emphasized by participants, as was the need to support more inclusive participation, involving immigrants and refugees as well. This reflected the steer from Steering Committee to stop using the phrase “citizen” participation due to its strict definition excluding some marginalized groups.

Another key message was that OGP needs to collaborate with the organizations that specialize in public participation and harness their knowledge.

Online Discussion

A total of seven proposals were made in response to this strategic direction, with six from the OGP Support Unit and Steering Committee, and one from the wider OGP community. All but one proposal received a net positive score of between 0 and 1, signaling overall support for the idea. One proposal received no expressions of opinion.

All proposals are listed in the table below in order of their average level of support (highest first).

Proposal	Submitted by	Number of opinions	Average level of support (Scale -1 oppose; 0 neutral; 1 support)
Facilitate inspiration, recognition and learning across the open government community to drive commitment and innovation on public participation	OGP	3	1
Build political understanding and support for involving citizens in decision-making	OGP	6	0.91
Support institutional capacity and cultural change in government	OGP	9	0.6
Promote and develop guidance & standards for inclusive participation	OGP	6	0.56
Make a big push on public participation through OGP Local	OGP	7	0.53
Support the engagement of governments and civil society with social movements and public protests	OGP	8	0.37
إشراك مراكز بحوث الدكتوراة في شراكة الحكومة المنفتحة	Community	0	0

[TRANSLATION: Involving doctoral research centers in the Open Government Partnership]			
---	--	--	--

Participants were invited to give reasons, by the way of pros and cons, for their opinions on these proposals. Key points, with a particular focus on concerns, included:

- Slight support for supporting the engagement of governments and civil society with social movements and public protests, but concern that “it may conflict with several codes of conduct for public servants or some specific laws that require political neutrality of public servants”.

Key Takeaways

The following table sets out our key takeaways on this strategic direction and how we will respond to them in the draft strategy.

Takeaway	Response
Significant support for OGP to rethink its approach to and investment in public participation, with this emerging as a medium priority of the community.	Taken forward in the draft strategy in Strategic Goal 3.3. Integrate a focus on inclusive public participation and accountability across all OGP strategies and 3.4. Pursue expanded civic space through inspiring, action-first leadership .
Very strong support for OGP to facilitate inspiration, recognition and learning across the open government community to drive commitment and innovation on public participation	Taken forward in the draft strategy in Strategic Goal 3.3. Integrate a focus on inclusive public participation and accountability across all OGP strategies and 4.1. Showcase the most innovative and inspiring stories in and outside of action plans and recognize the reformers (people and institutions) .
Very strong support for OGP to build political understanding and support for involving citizens in decision-making, with a lack of political understanding and support highlighted as one of the key barriers to meaningful public participation	Taken forward in the draft strategy in Strategic Goal 3.3. Integrate a focus on inclusive public participation and accountability across all OGP strategies .
Strong support for OGP to support institutional capacity and cultural change in government, with suggestions that public participation needs to be embedded throughout government and requires culture change across leadership	Taken forward in the draft strategy in Strategic Goal 3.3. Integrate a focus on inclusive public participation and accountability across all OGP strategies and 1.3. Partner with schools of government, public service academies, and

	<i>other learning institutions to spread open government skills and knowledge.</i>
Significant support for OGP to promote and develop guidance & standards for inclusive participation	Taken forward in the draft strategy in <i>Strategic Goal 3.3. Integrate a focus on inclusive public participation and accountability across all OGP strategies</i> and <i>3.1. Set thematic priorities and cultivate coalitions to define and drive collective ambition and sustained results.</i>
Significant support for OGP to make a big push on public participation through OGP Local	Taken forward in the draft strategy in <i>Strategic Goal 3.3. Integrate a focus on inclusive public participation and accountability across all OGP strategies.</i>
Support for OGP to support the engagement of governments and civil society with social movements and public protests, but concerns with it impacting the neutrality of public servants and lower support than other ideas	Taken forward in the draft strategy in <i>Strategic Goal 3.3. Integrate a focus on inclusive public participation and accountability across all OGP strategies</i> and <i>Strategic Goal 3.4. Pursue expanded civic space through inspiring, action-first leadership.</i> but this will be done in a way that is mindful of the duties of and restrictions on public servants.

Doubling down on OGP Local

Steering Committee

There was overall consensus among the Steering Committee on OGP Local being an important and promising opportunity for OGP that should be approached as an independent strategic direction as well as integrated across the other directions.

There was 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 still need to be addressed. There was 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.

Alongside this, other conclusions from the steering committee included:

- 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 2: 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.

These conclusions helped to refine the ideas and options that were considered by the wider OGP community and other stakeholders via the community conversations and online discussion platform.

Community Conversations

There was a strong feeling that OGP Local holds a lot of opportunity because of the closer proximity of local government to people. Issues at the local government were thought to resonate more because they are close to home for people and it was suggested that local government is the best place for people to learn about governance. Connected to this though was the suggestion that the OGP community needs to build more of a constituency at the grassroots level and not just focus on CSOs.

While OGP Local was thought to hold strong potential, there were some concerns about the sustainability and resourcing of its growth. It was suggested that doing ‘calls’ for new members is a limiting method to grow membership and therefore that OGP need to consider growing through other groups (e.g. ministries/associations of municipalities etc) to expand open government at the local level. On the other hand, it was also suggested that OGP Local could grow organically without a big push from OGP.

This strategic direction was particularly discussed at [America Abierta](#), where the need for greater cross-level coordination and “capacity strengthening” were a particular focus of discussion.

There was a recognition of the lack of coordination between levels and agencies responsible for national and local OGP processes. Participants questioned whether a change of narrative is required to differentiate between coordination and cooperation, and changing the idea that cross-level coordination is directional from national to local. It was thought that there is an opportunity to frame the cross-level coordination in a way to promote bi-directional cooperation. Challenges of coordination were highlighted due to 'local autonomies' as well as political affiliations. Several opportunities were highlighted to develop instances of coordination, including inviting national POCs to local co-creation processes, including local participation in the national multi-stakeholder forum or within other national spaces focused on open government (e.g. national commission on open government), and convening coordination meetings between national and local actors. It was suggested that bottom-up coordination on national initiatives can result in more realistic proposals that take into account the local contexts. It is important to define national vs local competences and propose differentiated cooperation models within competences.

On the need for “capacity strengthening” through OGP Local, participants in the discussion suggested that we “need to train people from the government – some of them don’t understand what openness means”. There was an agreement that capacity strengthening should be an area of growth for OGP Local as many stakeholders at the local level are still unfamiliar with open government as a term/philosophy/approach to governance. Two general ways of building capacities were highlighted: learning-by-doing and learning through courses, exchanges, materials. On learning-by-doing, the action plan was recognized as having an important role in building capacities, but it was thought that there is a need to improve the “learning” component of the action plan as well as expanding the number of persons that are part of the open government initiatives. For learning through courses or exchanges, it was highlighted that there are a variety of capacity strengthening institutions at the local level that range from universities, private organizations (CSO's, donors, multi-laterals), associations of local governments, and schools of public administration. Capacity building efforts should focus on public officials, civil society, council members and individuals participating in sectoral councils. Concrete suggestions of a way forward for OGP included: mapping existing instances of capacity building / courses on open government; developing resource repositories of experiences, manuals, multimedia materials; and, working with associations of local governments to build capacities.

Online Discussion

A total of six proposals were made in response to this strategic direction, with four from the OGP Support Unit and Steering Committee, and two from the wider OGP community. All but one proposal received a net positive score of between 0 and 1, signaling overall support for the idea. One proposal received no expressions of opinion.

All proposals are listed in the table below in order of their average level of support (highest first).

Proposal	Submitted by	Number of opinions	Average level of support (Scale -1 oppose; 0 neutral; 1 support)
Strengthen the OGP Local membership track, by focusing on attracting and investing in open government champions	OGP	9	0.76
Invest more in local leadership, inspiration and innovation as part of the OGP wide effort	OGP	11	0.61
Build strategic alliances with local or regional associations to initiate OGP-like co-creation and action planning processes at the country level	OGP	9	0.54
Yerli QHT-na dəstək üçün maliyyə (qrant) ayırın. [TRANSLATION:	Community	4	0.47

Allocate funding (grant) to support a local NGO.]			
Identify a set of countries with a strong and vibrant open government community and potential for more intense national-local collaboration and align support and incentives to enable progress	OGP	9	0.36
Increasing CD for young leadership in rural area	Community	0	0

Participants were invited to give reasons, by the way of pros and cons, for their opinions on these proposals. No specific concerns were raised for the proposals in this strategic direction.

Key Takeaways

The following table sets out our key takeaways on this strategic direction and how we will respond to them in the draft strategy.

Takeaway	Response
Significant support for OGP to double down on OGP Local, with this emerging as a medium priority of the community.	Support to open government reformers and reforms at the local level is integrated throughout the draft strategy as indicated in the Box on OGP Local .
Strong support for OGP to strengthen the OGP Local membership track, by focusing on attracting and investing in open government champions	Taken forward in the draft strategy in Strategic Goal 2.1 Strengthen the action framework with attractive fit-for-purpose options. to enable all levels and branches of government across different contexts to advance open government
Strong support for OGP to invest more in local leadership, inspiration and innovation as part of the OGP wide effort	This will part of the work outlined in Strategic Goal 4 Becoming the home for inspiration, innovation, evidence and stories on open government
Significant support for OGP to build strategic alliances with local or regional associations to initiate OGP-like co-creation and action planning processes at the country level	Taken forward in the draft strategy in Strategic Goal 1.5. Invest in strategic alliances and partnerships as reinforcers and amplifiers of open government principles
Support for OGP to identify a set of countries with a strong and vibrant open government community and potential for more intense national-local collaboration and align support and incentives to enable progress	Taken forward in the draft strategy in Strategic Goal 2.3 Support members' advance towards open government as a norm, particularly in windows of political opportunity or transition

	<i>and in countries with vibrant open government ecosystems</i>
A proposal for OGP to allocate grant funding to support local NGOs	This is not explicitly addressed in the current draft strategy as a result of the constrained fiscal outlook for the OGP Support Unit and IRM. Part of the resource mobilization strategy that will accompany the 2023-2028 strategy will include mobilizing resources for national-local actors.

4. What's Next

Process next steps

The findings of Phase 1 and 2 have informed the draft 2023-2028 OGP Strategy that is now [available for public comment](#). This draft will remain open for feedback until 15 February 2023.

The OGP Steering Committee and Support Unit will also create opportunities for bilateral and group opportunities for receiving input from members, partners and other stakeholders. More information on this will be available in January 2023.

Feedback on the draft will be used to finalize the strategy for approval by OGP's Steering Committee by the end of March 2023. The OGP Board of Directors will oversee the fiscal framework and approve the associated workplan and budget for the OGP Support Unit and the Independent Reporting Mechanism.

At the time of final publication, the OGP Support Unit and IRM will provide a final reasoned response report, noting how the final strategy responds to comments received during public consultations on the draft.

In the first quarter of 2023, the OGP Support Unit and IRM, under the guidance of the OGP Steering Committee and Board will commence the third phase of operationalizing the strategy, to develop the implementation roadmap for the strategy.

The strategy will be launched formally in April 2023. The first year of the strategy will be a transition year where the OGP Support Unit and IRM, with the input and approval of the OGP Steering Committee and Board will put together a work plan for the first year of implementation of the strategy that includes transitions from the current program. This year one work plan will be organized around the implementation approach for the specific sub-strategies and defining implementation plans for specific sub strategies and revisiting how OGP measures its results and learns, both as an organization and as the full Partnership. This first year of transition will also include further socializing the details of the strategy with partners, and members and defining their roles and contributions towards implementation. The 2023 OGP Global Summit in Estonia will serve as a key moment for the wider OGP community and partners to identify specific ways in which they can advance implementation and to get buy-in and support from the full Partnership.

Over the course of 2023, the OGP Steering Committee will conclude its Governance Review to ensure that the governance of the Partnership is aligned towards enabling OGP to meet its strategic goals.

Thereon, the OGP Support Unit and IRM will develop biennial plans, which will be reported on annually, with the input and approval of the OGP Steering Committee and the IRM.

How can you contribute to the next steps?

Any interested party can contribute to the next step of finalizing the draft strategy in the following ways:

- Comment on the [draft strategy available on the Discuto platform](#) by 15 February 2023
- Convene your MSF or networks to discuss the draft strategy and provide your inputs via your primary OGP Steering Committee or Support Unit Point of Contact
- Engage high-level OGP leadership in your country, local, or issue area to ensure they are aware of and provide political support for the new strategy
- Write in with feedback, suggestions, comments, and questions at any time by emailing strategy@opengovpartnership.org