

# Creating OGP's Future Together

## Strategic Planning 2023-2028

### PHASE 3 REPORT

Open  
Government  
Partnership



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## About this Report

OGP announced the process to co-create a new strategy for the Partnership for the period of 2023 - 2028 in May 2022. Following a year of consultations, a draft strategy was published and made available for public comments and feedback between December 20, 2022 and February 15, 2023.

This report provides a summary of how the feedback received on this draft was taken into account in finalizing the strategy. The aim of the report is to analyze and reflect back to the OGP community what we've heard and how it shaped the final strategy while holding the Support Unit accountable to [OGP's Co-creation and Participation Standards](#).

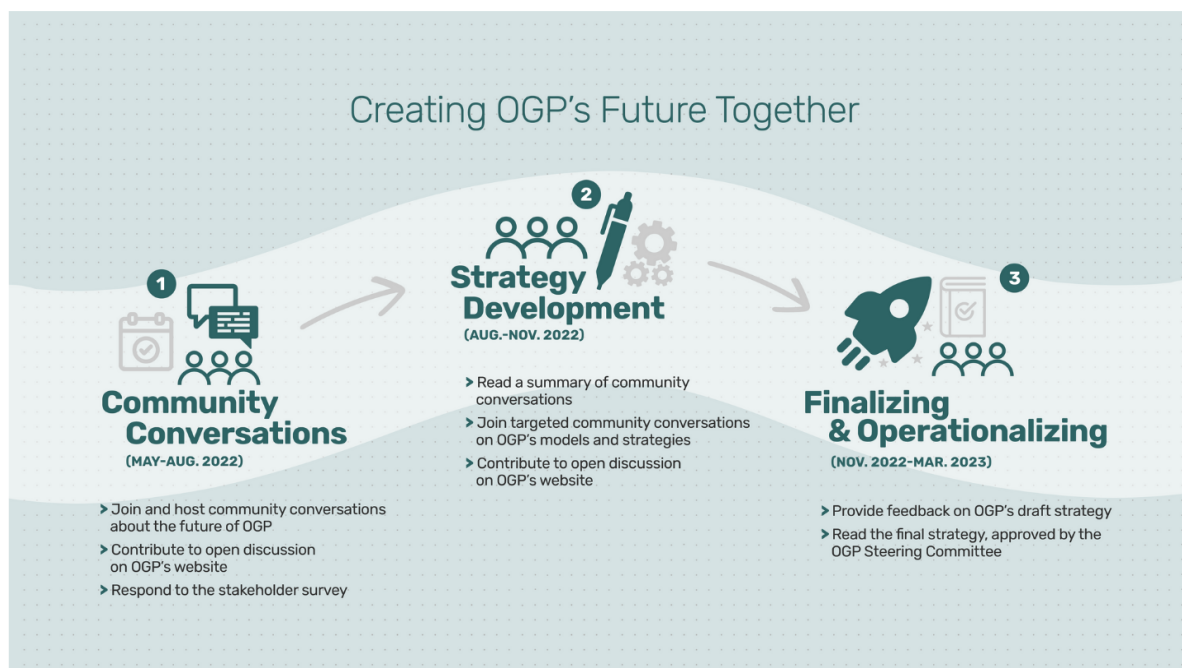
The report is based on the OGP Support Unit's analysis of the submissions received and subsequent decision-making processes of the OGP Steering Committee.

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

The final strategy will be publicly launched during Open Gov Week (May 8–12) in 2023. More information on the launch and next steps will be posted on the OGP website and through our communications channels.

## 1. Background

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



Phase 1 of the process ran from May to August 2022. The consultations in this phase 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](#).

Phase 2 of the process – which ran from September 2022 to December 2023 – then focused on the models and strategies for OGP to make its most effective contribution in the next five years. [Findings and conclusions](#) drawn from this second phase of consultations were used to develop the first draft of OGP's 2023–2028 strategy which [was posted online](#) for public comment between the period of December 20, 2022 – February 15, 2023.

In the third and final phase of the process, the inputs received on the draft strategy during the public comment period were deliberated upon by the OGP Steering Committee to update and finalize the strategy. This also provided the basis for determining the approach to implementation for the Partnership-wide strategy and the OGP Support Unit and IRM's 2023–2024 work plan to help transition the organization and the wider Partnership towards implementing the new strategy.

This report provides the reasoned response for how comments received on the draft strategy as well as those received in prior phases, combined with lessons learned from 10 years of OGP data, evidence and practice, have informed the final process.

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

## 2. Approach to Phase 3 consultations

Phase 3 consultations focused squarely on soliciting feedback and comments on the draft 2023–2028 strategy. The objective was to validate whether the draft strategy built adequately on the seven potential strategic directions that had emerged from the previous phase of consultations and solicit ways in which the draft could be improved in making the strategy a Partnership-wide endeavor.

### Outreach and Getting People Involved

Phase 3 consultations focused on providing 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 used the following channels to receive contributions:

- **Online discussion platform:** We used an online platform called [Discuto](#) to enable feedback and discussion on the full text of the draft strategy. The platform enabled participants to vote favorably or against every section of the draft and leave comments to explain their positions. In addition to the English version, the strategy was also available on Discuto in [Spanish](#) and [French](#).
- **Office hours and meetings:** [‘Office hours’ sessions](#) were hosted by the OGP Support Unit in the first two weeks of February for anyone interested to ask questions and provide feedback. Throughout January and February of 2023, members of the OGP Support Unit discussed and solicited input on the draft in their meetings with OGP points of contact, civil society, partner organizations, other international organizations, and Steering Committee members. Three focus groups were also conducted by an external consultant to help refine the vision, mission and narrative of the strategy.
- **Steering Committee meetings:** The OGP Steering Committee provided their guidance and deliberated on the response to the feedback received through public comments during their meeting held in February 2023.
- **Write-in channels:** Any interested party also had the option to send written inputs or questions to [strategy@opengovpartnership.org](mailto:strategy@opengovpartnership.org).

Information on the various ways to contribute was published and regularly updated on the [dedicated strategy page](#) on the OGP website.

### Who Has Participated

The different channels for participation means that arriving at a precise number of contributors to date has proven difficult throughout the process. This was even more so in this final phase where minimal registration processes were put in place.

Channel	Number and Profile of Participants	Data Limitations
Discuto	English: 90 contributions Spanish: 22 contributions French: 3 contributions	The registration for the platform did not require participants to disclose their information including gender, organizational or institutional affiliation or whether they were responding as individuals or on behalf of an OGP member, multi-stakeholder forum, organization or networks.  To the best of the Support Unit's knowledge and assessment, contributions from all of the groups mentioned above were received.
SC/SU organized office hours and meetings	70 contributions across five office hours and 30 meetings	Similar limitations to the above. Some of these contributions were made in individual capacity, while others on behalf of an organization, network or member country.
Write-in comments	25 contributions emailed to the strategy inbox	Same as above.

### Sense-making process

The Support Unit assessed whether each comment or suggestion received could be accommodated with the following in mind:

- Accommodating the feedback would not imply further community consultations or consultations with specific stakeholder groups ( e.g. comments of any new mandatory requirements from members that had not been previously consulted on or informed of or those suggesting any weakening of OGP's core design principles).
- The comments were at the level of setting the strategy, rather than at the level of implementation detail. Comments related to implementation planning and design were recorded to inform the implementation stage of the strategy.
- Where there were clear decisions made by the OGP Steering Committee at its [working level retreat](#) in 2022, those decisions were not reopened.
- Where there were fundamentally divergent views on a goal or sub-strategy that could not be settled without further dialogue and deliberation within the OGP community and the Steering Committee (e.g. if OGP should raise the bar for eligibility for participation), attempts were not made to settle those issues in the final strategy without further dialogue and deliberation on the same. These issues will continue to be debated upon in future OGP events and consultation processes till consensus or compromise views can be reached.

### 3. What We Heard and How We Responded

The Discuto platform enabled people to vote up or down each section of the strategy and to leave specific comments in support of their positions or to provide further context or recommendations.

#### Summary statistics of online discussion on Discuto

English	Spanish	French
<p><b>LEVEL OF AGREEMENT</b></p> <p><b>97%</b> (447 positive votes)</p> <p><b>3%</b> (16 negative votes)</p> <p>463 votes in total</p> <p>Most voted: 20 Most commented: 20 Most controversial: 10 Already decided: 0 In voting: 0 Supported: 26 My contributions: 0</p>	<p><b>LEVEL OF AGREEMENT</b></p> <p><b>99%</b> (127 positive votes)</p> <p><b>1%</b> (1 negative votes)</p> <p>128 votes in total</p> <p>Most voted: 20 Most commented: 20 Most controversial: 1 Already decided: 0 In voting: 0 Supported: 28 My contributions: 0</p>	<p><b>LEVEL OF AGREEMENT</b></p> <p><b>100%</b> (1 positive votes)</p> <p><b>0%</b> (0 negative votes)</p> <p>1 votes in total</p> <p>Most voted: 2 Most commented: 1 Most controversial: 0 Already decided: 0 In voting: 0 Supported: 1 My contributions: 0</p>

The overall sentiment on the draft strategy was largely positive as seen above. However, underlying the votes were a rich set of comments to further improve the strategy. These inputs, received across all the feedback channels, are summarized below, along with the response on how these have been addressed or not in the final strategy. The complete set of detailed comments received or organized per section are available [here](#).

## Summary of Comments Received and Reasoned Response

SECTION	SUMMARY OF FEEDBACK RECEIVED	RESPONSE AND CHANGES IN THE FINAL VERSION
<b>Overall</b>	<ol style="list-style-type: none"> <li>1. The strategy aims to be a Partnership-wide document but the role of different actors in taking the strategy forward is not clear, with the main emphasis currently on the Support Unit and Steering Committee roles.</li> <li>2. There is a need to be more specific in describing concrete actions that will be taken to pursue the strategic aims.</li> <li>3. Need greater clarity on the scope of the strategy. In some areas the strategy appears to foreshadow an expansion of OGP-branded actions into all open government efforts, potentially imposing new requirements on countries, rather than supporting existing open government processes.</li> <li>4. An important part of the process is learning about what works &amp; what doesn't, so monitoring, evaluation &amp; reflection on which actions contribute most to opening government AND improving outcomes, is essential.</li> </ol>	<ol style="list-style-type: none"> <li>1. The final document clarifies the role of the OGP community, partners, country/local stakeholders, the OGP Steering Committee and Support Unit in pursuing the strategic goals for the 2023–2028 period.</li> <li>2. Priority areas for pursuing each of the strategic goals have been added and further elaborated upon. Page 35 of the final strategy describes the approach to implementation.</li> <li>3. Page 21 clarifies that efforts described in the new strategy will not constitute additional formal requirements on OGP members or bring all open government work that takes place in a national or local context under the OGP brand.</li> <li>4. New sections have been added to the final strategy summarizing approaches to implementation, resourcing, governance, and measuring results and learning. See Page 36 for more information on the approach to learning.</li> </ol>
<b>Presentation, format and language</b>	<ol style="list-style-type: none"> <li>1. The language of the strategy needs simplification - it's too long; too many explanations about the background; jargon needs better explanation or a glossary; needs better visuals.</li> <li>2. The final document should meet accessibility requirements and should be easier to navigate.</li> <li>3. Some sections are repetitive (e.g. shifts and goals).</li> </ol>	<ol style="list-style-type: none"> <li>1. The final strategy attempts to take on board this feedback, with several edits made to the previous version, adding a visual snapshot. Information on key shifts and other background information has been removed and will be articulated in blogs and key messages available through OGP's website.</li> <li>2. The final strategy document has been published in PDF and HTML format, in compliance with several accessibility guidelines including on color contrasts,</li> </ol>



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		<p>use of bookmarks, logical reading order, primary language, character encoding, navigation links, and more.</p> <p>3. Repetitive sections have been removed from the final strategy.</p>
<b>Background and Context</b>	<ol style="list-style-type: none"> <li>1. The case for open government and why OGP still matters and presents an opportunity needs to be made more explicitly. The narrative needs to be more balanced on successes and failures of OGP; and on the state of democracy and open government in general. Aim for more inspiration - remind people of what makes OGP unique.</li> <li>2. Needs to reflect the humility that OGP won't be the answer to all global challenges, and emphasize the contribution OGP can make</li> </ol>	<ol style="list-style-type: none"> <li>1. The background and context section has been updated to reflect a more balanced view of OGP's past successes and failures. Further work on narrative building and sharpening the case for open government and OGP will continue in the implementation phase of the strategy.</li> <li>2. Page 6 clarifies the overall contribution OGP aims to make which is to continue to provide a framework and platform for reforms to take action towards meeting those challenges, and to cultivate a stronger movement of people who are at the heart of such change.</li> </ol>
<b>Vision and Mission</b>	<ol style="list-style-type: none"> <li>1. The Vision needs to address the 'why' better - say what open government is about and why it's important. Concern was expressed about the word "healthier," which a few people considered "western" in governance context, and ambiguous and subjective, not leaving everyone with the same understanding of the end goal. Suggested changes to remove "healthier" and also reduce redundancy and some jargon. Too long, too many parts, difficult to translate. Make the Mission considerably shorter. Also to remove stark "inside/outside" distinction; jargon of "norm;" and circularity of "open government" as goals.</li> <li>2. Requests to clarify what is meant by open government or what the features of an open government are.</li> </ol>	<ol style="list-style-type: none"> <li>1. Vision and mission statements have been revised based on the feedback as reflected on page 7 of the strategy.</li> <li>2. What is meant by open government as an approach has been clarified on Page 6.</li> </ol>

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<b>Key Strategic Shifts</b>	<ol style="list-style-type: none"> <li>1. Repetitive of strategic goals that follow. For some: desirable to have more information on what we're shifting from.</li> </ol>	<ol style="list-style-type: none"> <li>1. Dropped from the main strategy and clarified in the highlights of the new strategy in <a href="#">materials accompanying the launch</a>.</li> </ol>
<b>Strategic Goals</b>	<ol style="list-style-type: none"> <li>1. Overall, strong support for the strategic directions, but missing a theory of change or action on how it comes together.</li> <li>2. Risk of being too diffuse if the goals are not pursued in support of driving specific reforms or in support of each other.</li> <li>3. In many contexts, crisis is the new normal - how will these goals and strategies to pursue them manifest in those contexts.</li> <li>4. Confusing to have strategies and sub strategies.</li> <li>5. Could be clearer about continuities - what stays the same about OGP as many things evolve/change</li> <li>6. Concerns if the resourcing will allow for the pursuit of the goals</li> </ol>	<ol style="list-style-type: none"> <li>1. The Theory of Change has been added to Page 12 of the Strategy.</li> <li>2. Page 10 clarifies that the goals will be pursued in an integrated way.</li> <li>3. Page 10, clarifies that implementation strategies will be adapted to context. For example, in contexts where there is strong political and bureaucratic support for open government or a window of opportunity to pursue reforms, the approach will be to enhance the capacity and skills of reformers in government and civil society to translate political pledges and commitments into action and embed open government approaches for the long term. In contexts of waning or limited political will or declining civic space, the approach will be to enhance the capacity and skills of reformers to find compelling value propositions and different entry points to continue to make progress, protect space for dialogue, and prevent rollbacks of reforms.</li> <li>4. Substrategies removed and replaced with priorities under each strategic goal.</li> <li>5. Core design principles added to Page 11, and text for each goal indicates where new approaches will be tried and where existing approaches will be improved or further built on.</li> <li>6. The goals articulate a destination to arrive at, with</li> </ol>

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		<p>work towards them progressively built over the years, and not a big-bang rollout on day one of implementation, to factors in resource availability. Approach to resource mobilization for the Partnership-wide strategy outlined on Page 33.</p>
<p><b>Strategic Goal 1: Build the commitment and capability of a diverse and growing community of inter-connected open government leaders driving reforms</b></p>	<ol style="list-style-type: none"> <li>Overall, strong support for the strategic direction.</li> <li>Need to define how this “interconnected movement” will be organized. Take advantage of pre-existing institutions/spaces established in the context of regional cooperation, and or thematic working groups.</li> <li>Some key actors needed to build this community are missing: media, private sector, political parties, judiciary, academics.</li> </ol>	<ol style="list-style-type: none"> <li>Strategic goal retained.</li> <li>The priorities under the strategic goal articulate the approach toward building the movement, including by forging strategic alliances and partnerships with global and regional fora beyond OGP.</li> <li>Most of the missing actors were included in different places throughout the strategy. For example, role of media noted in the priority on building public support for the open government agenda, role of political parties noted in building cross-party support for institutionalizing open government reforms, priority 2 under Strategic Goal 2 is about supporting mainstreaming of open government at all levels and branches of government work, which includes the judiciary. Academics will have a clear role to play in advancing the research and evidence components of Goal 5, whereas the private sector will be engaged in pursuing collective policy goals, where relevant.</li> </ol>
<p>1.1. Build a stronger political coalition for open government</p>	<ol style="list-style-type: none"> <li>This is a significant challenge in many contexts, how does the strategy take into account that political leadership is waning in many places. Political coalition building needs to be accompanied by building communities/coalitions of civil servants. Focus also on those who can exert influence on political leaders.</li> <li>Big global and regional events and fora will have an</li> </ol>	<ol style="list-style-type: none"> <li>The challenge is acknowledged in the updated text (see Page 15), with mitigation measures focused on diversifying the source of such leadership, cultivating champions, including those in the civil service who can exert influence. The latter will also be part of the target audience for leadership and skill development approaches highlighted under priority 2 under</li> </ol>

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	<p>important role to play.</p> <ol style="list-style-type: none"> <li>3. OGP Ambassadors and Envoys could play a bigger role than they do currently.</li> <li>4. The aim should be to build cross party support for open government and not pockets of individual leadership.</li> </ol>	<p>strategic Goal 1.</p> <ol style="list-style-type: none"> <li>2. Role of global and regional events in furthering the goal has been clarified in the updated text.</li> <li>3. Role of Ambassadors and Envoys has been added to the updated text.</li> <li>4. The issue of building cross party support is addressed in priority 2 under strategic goal 2 which focuses on mainstreaming open government in all branches and levels of government. OGP's approach is to find domestic champions and individual reformers/leaders who can drive such efforts with and within political parties.</li> </ol>
<p>1.2. Enhance the leadership skills and competencies of open government leaders, building cohorts that advance open government action through multi-stakeholder collaboration</p>	<ol style="list-style-type: none"> <li>1. Text overemphasizes government actors over others. Benefits of extending such approaches to other key actors: civil society, oversight institutions, media etc.</li> <li>2. Risk of elitist approach towards leadership building, with the role of grassroots and community leaders not recognized. Needs care that it doesn't reinforce the idea of "OGP insiders".</li> <li>3. Focus on OGP value add and complementarities it has to offer to other partners. Consider applying clear principles of 'open learning' to any resources created for capacity building, and to robust transparency about any leadership development programmes (including recruitment). Consider micro-credentialing and other incentives for uptake.</li> </ol>	<ol style="list-style-type: none"> <li>1. Updated text clarifies that this approach extends to senior bureaucrats, civil society leaders, junior ministers, emerging political leaders, parliamentarians, and critical reformers in other sectors at the national and subnational levels.</li> <li>2. Approaches focus on those that OGP is well positioned to reach through partners in the initial years of building out this work. Where OGP members, partners and others are able to make the relevant connections with community and grassroots leaders, approaches can extend to them. However as it stands OGP's reach in this area is limited. At the same time, partnering with schools of government and other learning partners should allow this work to go beyond OGP insiders.</li> <li>3. OGP will partner with others in this line of work to develop training materials and other public learning</li> </ol>

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		<p>assets that everyone across the Partnership can use, as mentioned on Page 17. The longer term ambition could involve micro-credentialing and certification, but in early stages of implementation the foundations for developing curricula and finding partners to deliver the same need to first be laid.</p>
<p>1.3. Partner with schools of government, public service academies, and other learning institutions to spread open government skills and knowledge</p>	<ol style="list-style-type: none"> <li>1. Can be merged with the earlier sub-goal.</li> <li>2. Emphasize the role of research institutions alongside learning institutions.</li> </ol>	<ol style="list-style-type: none"> <li>1. This has been merged with the above, in line with the feedback received.</li> <li>2. The role of researchers in building evidence that could support efforts in this area and others is included in Strategic Goal 5.</li> </ol>
<p>1.4. Explore how we can build better public support for open government values and reforms</p>	<ol style="list-style-type: none"> <li>1. Suggestions that this subgoal and subgoal 1.1 should be combined into one goal, potentially with goal 4 as the evidence as a key element to support it.</li> <li>2. Overall support for this with many highlighting this is key for the movement to succeed but several calling out the lack of clear ways to achieve this. Potential connection to make here with social movements: being more agile and alert to the development of social movements even when they are transitory. Strategically putting a bit of an enabling hook there saying we can and do that.</li> </ol>	<ol style="list-style-type: none"> <li>1. Sub goals 1.1 and 1.4 combined in the final strategy under the priority for building stronger political support and coalitions for open government, recognizes that stronger public support and demand is needed for greater political buy-in for open government.</li> <li>2. Initial work needed on making the case for open government and ensuring that reformers have the right evidence, stories, and tools to build public support will be pursued under strategic goal 5. OGP will be a space for learning from countries where this support exists and for sharing lessons learned so that governments and civil society have relevant tools to better engage the wider public. In certain contexts, this will include working with social movements and the media as reflected in the updated text on Page 16.</li> </ol>
<p>1.5. Invest in strategic alliances and partnerships as reinforcers</p>	<ol style="list-style-type: none"> <li>1. OGP is already quite intentional, strategic and leveraging alliances, so important to clarify if the community should</li> </ol>	<ol style="list-style-type: none"> <li>1. This will be a continuation of OGP's work in this area in recent years. Being more strategic will entail</li> </ol>

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and amplifiers of open government principles	<p>expect more of that approach, or something different? If it's "more" strategic or intentional than before, what does that look like?</p> <ol style="list-style-type: none"> <li>2. On partnerships, all the examples mentioned are all northern/global. Needs more diversity. Missing connections to be made to important fora such as SDGs, UNCAC etc.</li> <li>3. More emphasis can be placed on OGP's leading role, contribution and unique positioning vis-a-vis other platforms - we can be more than a connective tissue.</li> </ol>	<p>deepening our work with partners and ensuring that in the big moments the Partnership leverages its collective power and voice to advance and reinforce open government, using the strength and access of the OGP Steering Committee, ambassadors, and envoys and playing a more proactive convening and agenda-setting role on emerging public policy challenges, based on Partnership-wide priorities. See updated text on pages 17 and 18.</p> <ol style="list-style-type: none"> <li>2. Updated text inclusion regional alliances and fora such as SDGs, UNCAC etc. Note that alliances mentioned are for illustrative purposes and that strategic fora in the global south or in specific regions that do not find mention in the text will not automatically be excluded. The work will be informed by the priorities of the membership, and the Steering Committee and the relative strategic opportunities attached to specific fora/platforms.</li> <li>3. OGP's role as convenor and learning space for finding open government solutions to emerging cross-border or global challenges added in the updated text.</li> </ol>
<p><b>Strategic Goal 2: Catalyze transformative action towards making open government the norm at all levels and branches of government</b></p>	<ol style="list-style-type: none"> <li>1. Overall support for the strategic direction but questions about scope and scale, in light of resourcing.</li> <li>2. Overly complex framing of goal and subgoals. Too many ideas combined into each sub-goal.</li> <li>3. The strategy should focus also on "how" to pursue this goal - e.g. by advocacy and lobbying in the political domain - and not only on what to do.</li> </ol>	<ol style="list-style-type: none"> <li>1. This strategy is intended to be a Partnership-wide strategy, not just for the Support Unit. The primary actors driving strategic goal 2 will be in-country actors, and OGP recognizes that not all members can or will be able to pursue all the priorities concurrently. These will need to be sequenced based on resourcing and feasibility at any given time. At the same time, resource mobilization for the Partnership is also part of the Strategy as outlined in the Resource Mobilization Approach section on Page 33.</li> </ol>

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	<ol style="list-style-type: none"> <li>4. Implications for IRM and for member MSFs unclear.</li> <li>5. Unclear if OGP is diluting the emphasis on co-creation and action which has been its strength to date.</li> </ol>	<ol style="list-style-type: none"> <li>2. The language and framing of the goal and priorities within it have been updated on the basis of the feedback. See updated text on Pages 19-22.</li> <li>3. The updated strategy has highlighted some of the 'hows'. Others such as defining what a future flexible action framework will look like, new approaches to windows of political opportunity will be defined during the first year of implementation of the strategy.</li> <li>4. The role of governments, civil society and MSF/platforms has been clarified in the final strategy. Implications and any resulting changes for the IRM will be ascertained after the new action framework is defined during the first year of implementation.</li> <li>5. As noted in the design principles, action and co-creation will remain at the heart of OGP. Strategic goal 2 aims to explore ways in which open government can be advanced and mainstreamed both within <i>and</i> beyond action plans.</li> </ol>
<p>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</p>	<ol style="list-style-type: none"> <li>1. Risk of overly complex infrastructure of rules and support needed to sustain this. Questions around who will decide who gets to pick what in a 'menu of options for action plans.</li> <li>2. Focus on quality of membership over expansion for expansion's sake.</li> <li>3. Local open government's significance does not come across adequately.</li> </ol>	<p>Note: The priorities under this goal have been reframed for simplicity and clearer distinction between the priorities. See the final strategy for the updates.</p> <ol style="list-style-type: none"> <li>1. The updated action framework will be fleshed out in the first year of implementation of the strategy. The aim is to simplify rules and procedures, without lowering expectations on co-creation and action. The approach will be to ensure clarity, transparency and objectivity in the kinds of options available to members, to address concerns around who gets to</li> </ol>

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		<p>decide what options a member can pick.</p> <ol style="list-style-type: none"> <li>2. The strategy envisages further expansion of membership in line with eligibility requirements, including any updates made to the latter over the strategy period. Any proactive expansion efforts will focus on quality and leadership potential rather than pursuing expansion for expansion's sake.</li> <li>3. OGP Local is addressed within priority 2 of strategic Goal 2. All other strategic goals, including those on building a stronger, inter-connected movement, accelerating collective progress on open government reforms, becoming the home for inspiration, evidence stories etc will also cover OGP Local.</li> </ol>
<p>2.2. Record, incentivize and recognize action beyond OGP action plans and processes, and beyond OGP members</p>	<ol style="list-style-type: none"> <li>1. Support for the intention but questions on the practicalities of how this will be done, especially in light of resourcing. Essential to discuss the criteria on which reforms will be supported, how OGP can consistently keep track of these, and how OGP can support actions outside the OGP meaningfully with its limited resources.</li> <li>2. Useful to understand how the goal of normalizing open government sits beside the requirement for ambitious commitments to be included in Action Plans.</li> <li>3. Will this be focused on priority themes mentioned later in Goal 3?</li> </ol>	<ol style="list-style-type: none"> <li>1. Based on the feedback, this goal and the priorities under it have been rewritten. The updated action framework to be developed in 2023 will provide pathways for including action that currently sits outside the OGP platforms and plans to enable ease of tracking and support. The work on inspiration and recognition, including the OGP awards, will create other pathways to track reforms taking place outside the action plan.</li> <li>2. This feedback will be taken into account as the new action framework and the accompanying guidance and assessment measures are developed. This will take place during the first two years of implementation of the strategy.</li> <li>3. Priority themes mentioned under Goal 4 (previously Goal 3) will take account of actions within and beyond action plans, but the updated action framework will</li> </ol>



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<p>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</p>	<ol style="list-style-type: none"> <li>1. Avoid using subjective terms that are not universally understood - “vibrant”, “norm” etc.</li> <li>2. This should be permanent work from the government and OGP stakeholders, not just during windows. Country stakeholders will have to advance OG principles despite the “windows”.</li> <li>3. Windows of political opportunities - who will determine them? This has inherent risks that should be explicitly recognized and mitigation strategies prepared for them, including managing risk for OGP with transitions that “go wrong”. “Windows” do not always appear after elections, for example. Sometimes the situation becomes worse than it was before. Moreover, such “windows” are very short-term.</li> </ol>	<p>create avenues to go beyond those themes.</p> <ol style="list-style-type: none"> <li>1. Terminology updated based on the feedback. Mainstreaming of open government is now a separate priority area, not linked to the windows of political opportunity.</li> <li>2. Permanent work on open government that goes beyond the windows is articulated under priority 2 and in other strategic goals.</li> <li>3. Domestic actors will be at the heart of driving these efforts and determining where the opportunities are. Comments pointing to the risks and short-term horizon of the windows are well noted and will be part of developing approaches and mitigating strategies which will need to be highly context specific for each setting and cannot be elaborated in a 5 year partnership-wide strategy document. The approach to this work will span across what needs to be done pre, during, and after these windows.</li> </ol>
<p><b>Strategic Goal 3: Drive collective ambition and sustained results on open government norms in key policy areas</b></p>	<ol style="list-style-type: none"> <li>1. Overall support for the strategic direction, however it could be problematic to choose winners and losers amongst themes, and could undermine domestic ownership principles of OGP. Sectoral applications of open government practices are also missing. What is meant by a challenge or priority theme needs to be clarified.</li> <li>2. Gender and inclusion should be framed with an intersectionality lens and should be a priority cutting across strategies and everything OGP does.</li> <li>3. Questions around measurement of success of such an</li> </ol>	<ol style="list-style-type: none"> <li>1. Members will remain welcome to use OGP to advance in any thematic areas that are important in their context, as long as it intersects with open government values. Through the Innovation/ Inspiration Hub (Goal 5, previously Goal 4), OGP will help curate partnership-wise resources across all open government areas receiving traction /interest.</li> </ol> <p>Under the “Partnership-wide Challenge,” to be defined in Year 1, all OGP members will be encouraged to advance on a subset of ~10 open government areas, which will be determined based</p>

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	<p>approach.</p>	<p>on data related to ambition &amp; delivery; and growing areas of interest. Final topics will be chosen by the OGP Steering Committee, based on recommendations from the Support Unit.</p> <p>Amongst those challenge areas, there will be in-depth focus on driving Partnership-wide progress on the 4 priority themes that emerged from the consultations - which includes context-specific technical support, cross-member coalition building, peer exchange initiatives, strategic partnerships and global advocacy support. Plans for these - each at different starting points - will be developed with SC /TLS input; and require leadership and action from all actors in the partnership, and will be the SU focus.</p> <ol style="list-style-type: none"> <li>2. Gender and inclusion is a cross cutting focus in the strategy, as noted in the design principles on page 11 and under priority 1: <i>Raise the bar on transparency, accountability, participation, and inclusion</i> (see pages 26-27)</li> <li>3. OGP will update its results and learning framework in 2023 as part of the transition year priorities.</li> </ol>
<p>3.1. Set thematic priorities and cultivate coalitions to define and drive collective ambition and sustained results</p>	<ol style="list-style-type: none"> <li>1. Missing but important themes: public services, justice; fiscal governance, extractives</li> <li>2. Clarifying scope of the selected thematic areas - unpack the major themes a bit more</li> <li>4. Clarification of thematic priorities: members are able to pursue commitments in areas beyond the themes. Not all members will be compelled to show results in ALL the thematic priority areas?</li> <li>5. Maybe some difference between global and national/local priorities</li> </ol>	<p>1-4 Note: the priorities under this goal have changed in the final version of the strategy, based on feedback received. Priority 1 under Goal 4 (previously Goal 3) now relates to . raising the bar on transparency, accountability, participation, and inclusion. This means that members will be able to continue to work on themes outside themes included in the partnership-wide challenge but will be expected to raise the bar on ambition and delivery. More on the choice of these and what the challenge entails is explained below.</p>

SECTION	SUMMARY OF FEEDBACK RECEIVED	RESPONSE AND CHANGES IN THE FINAL VERSION
3.2. Challenge the Partnership to advance key open government policy areas	<ol style="list-style-type: none"> <li>1. Clarify the scope of the challenge</li> <li>2. Missing the rationale for why the four themes that have been highlighted were chosen</li> <li>3. Clarify how members will be supported to meet challenges</li> </ol>	<ol style="list-style-type: none"> <li>1. The Partnership-wide challenge will be defined with oversight of the Steering Committee and will be launched at the 2023 OGP Global Summit. Details of scope will be available then.</li> <li>2. The four themes initial themes for the Challenge highlighted were chosen based on inputs from the public consultations from the strategy. Justice was added to the list based on the large number of comments received supporting its inclusion in the final phase of the strategy development process. Note that these themes will also have different sectoral applications in areas such as extractives, public services etc.</li> <li>3. For these priority areas within the challenge, the Support Unit will promote and support leadership that emerges from thematic coalitions and networks, and cultivate these coalitions in areas with gaps in leadership, to model action and inspire and support others. This will be complemented by cross-sector convening, campaigns, recognition, peer exchanges, implementation support, thematic grants, awards, and the use of global platforms to spur domestic action.</li> </ol>
3.3. Integrate a focus on inclusive public participation and accountability across all OGP strategies	<ol style="list-style-type: none"> <li>1. How participation will translate into accountability is unclear.</li> <li>2. How will this go beyond those already engaging in open governance work?</li> </ol>	<ol style="list-style-type: none"> <li>1. This has been significantly reframed under priority 1 of Goal 4 (previously Goal 3) which now emphasizes raising the bar on all open government values.</li> <li>2. OGP's approach and work plan for advancing public participation will be developed in the implementation phase.</li> </ol>
3.4. Pursue expanded civic	<ol style="list-style-type: none"> <li>1. Strong support for the inclusion of civic space as an explicit</li> </ol>	<ol style="list-style-type: none"> <li>1. Civic space is a standalone, strategic goal in the final</li> </ol>

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<p>space through inspiring, action-first leadership</p>	<p>priority, but some felt it was too buried in the strategy.</p> <ol style="list-style-type: none"> <li>2. Sub goal title unclear.</li> <li>3. Questions around how civic space will be monitored.</li> <li>4. Tactics needed to get traction on this challenging issue could be further elaborated.</li> <li>5. Could focus on creating a deeper sense of community.</li> </ol>	<p>strategy (see Page 23).</p> <ol style="list-style-type: none"> <li>2. Headings for priorities simplified.</li> <li>3. Civic space will continue to be monitored through feedback from domestic civil society and existing indicators on civic space. The final strategy includes periodic reviews of existing OGP policies on civic space.</li> <li>4. Details of OGP's approach and work plan on civic space will be developed in the first year of implementation. In the future, the OGP Support Unit will more proactively highlight instances of progress or regression on civic space among its members</li> <li>5. Priority 1 under Strategic Goal 4 focused on encouraging actions, and cultivating and better connecting champions as part of creating a deeper sense of community.</li> </ol>
<p><b>Strategic Goal 4: Become the home of cutting edge open government inspiration, innovation, evidence and stories</b></p>	<ol style="list-style-type: none"> <li>1. Needs to be handled quite carefully - and with some clear principles to avoid 'open washing'. Real-world open government examples are rarely simple stories, and often the pathway to sustainable change is rocky. A high-profile inspirational story told early in the journey of a project can be useful to inspire action in other countries or contexts, but can end up providing 'political cover', or adding complications, if implementation falters in the original case. It's important to think about how giving a positive platform to stories of government action can affect domestic dynamics between government and civil society.</li> <li>2. This goal should be in service of other goals.</li> <li>3. The crucial role of research and evidence missing. Tension</li> </ol>	<ol style="list-style-type: none"> <li>1. The risks are acknowledged and the strategy has been updated to reflect emphasis both on inspiration and stories, and research and evidence. This will need to be driven forward not just by the OGP Support Unit, but by the entire partnership, with academic-research practitioners playing a key role. Who is given a platform, how and when, will continue to be informed by the insights of domestic actors who are in regular contact with the OGP Support Unit and Steering Committee. The risks will not entirely be mitigated always - but the community consultations also point to the need for compelling and inspiring stories and content to aid advocates in their efforts to secure political and public support for open</li> </ol>

SECTION	SUMMARY OF FEEDBACK RECEIVED	RESPONSE AND CHANGES IN THE FINAL VERSION
	<p>and need to maintain balance between focusing too much on recognition/inspiration and moving away from evidence-based results.</p> <ol style="list-style-type: none"> <li>4. Should speak to different needs of different stakeholders/countries.</li> <li>5. Focus on intentionally nurturing communities of practice around the world to share open government stories, data, evidence, innovation, and events.</li> <li>6. The goal subgoals are repetitive of the earlier text and could be combined.</li> </ol>	<p>government.</p> <ol style="list-style-type: none"> <li>2. Clarified that this is a cross-cutting goal in service of others.</li> <li>3. The role of academic institutions and researcher-practitioner networks in producing original research and continuing to build the evidence base for open government has been added in the final text.</li> <li>4. Acknowledged in the strategy and will be taken into account during roll out.</li> <li>5. The work in this area will also connect people around the content.</li> <li>6. Repetition has been addressed by combining the subgoals.</li> </ol>
<b>Box: Local</b>	<ol style="list-style-type: none"> <li>1. Important area for OGP and well supported in the new strategy but should rise to the level of a goal or sub goal.</li> </ol>	<ol style="list-style-type: none"> <li>1. The scope of all the strategic goals extends to OGP Local. Specific details on OGP Local are mentioned under priority 2 under goal 2. This has intentionally not been pulled out into a separate goal or subgoal given previous feedback on the need for integrating OGP Local more into the Partnership's overall objectives and avoiding a siloed approach.</li> </ol>
<b>Box: Governance review</b>	<ol style="list-style-type: none"> <li>1. A Lot of heavy lifting is placed on governance review but details are unclear.</li> </ol>	<ol style="list-style-type: none"> <li>1. A separate section has been added (see Page 31) on the governance review and its scope. The review itself will be carried out in 2023-2024.</li> </ol>

## 4. Meeting OGP Standards

Provided below is a summary of efforts made to meet the OGP Co-creation and Participation Standards through all three phases of the process.

### Standard 1: Establishing a space for ongoing dialogue & collaboration

- **Space to participate?** In Phase 1, OGP held 40+ consultation events, disseminated online surveys, and created resources for the community to organize their own consultations and provide feedback on the most pressing challenges and opportunities for open government and OGP. In person and online events were held as part of Phase 2 which focused on models and strategies for addressing those challenges and opportunities. In Phase 3, an online discussion platform; office hours and meetings; and write-in options were provided to solicit public feedback on the draft strategy.
- **Transparency around ways to participate?** Information was provided on the OGP webpage, newsletters, and social media channels.

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

- **Accessible OGP strategy process website?** Yes. [This link](#) was accessible from the OGP homepage.
- **Is the site up to date?** All updates are posted on the link above. The final strategy and this Phase 3 report will be available on a [new permanent URL](#) for the 2023-2028 strategy.
- **Repository for feedback or strategy consultation documents available online?** Yes, all documents and notes are posted online.

### Standard 3: Providing inclusive & informed opportunities for public participation

- **Timeline and overview of opportunities to participate published online?** Yes
- **Published at least two weeks in advance?** While this was not done consistently in Phase 1, from Phase 2 onwards all meetings and events were announced with at least 2 weeks public notice. In Phase 3, the draft strategy was available for public comment from 21 December, 2022 to February 15, 2023.
- **Outreach activities held to raise awareness about the strategy process?** Three public informational sessions on the strategy process were held before consultations commenced and a blog was published that was circulated through all OGP communications channels.
- **Mechanism to gather inputs from a range of stakeholders?** Throughout the process there were online and some in-person community consultations, a Stakeholder Survey, Polis questions, options for voting ideas on Consider.it and resources and contract information provided for anyone to run their own consultations.
- **Mechanism in place for an appropriate period of time for collecting input?** Consultations were carried out in three phases that ran from May 2022 to February 2023. In the final phase, the draft strategy was available for public comment for just under two months.

### Standard 4: Providing a reasoned response and ensuring ongoing dialogue

- **Were contributions from stakeholders documented?** Yes, and these are posted online as raw notes.
- **Did OGP report back on the feedback and how it will be used for the next phases?** Yes, this was done through the Phase 1 and 2 reports available online. This report is intended as the final report on how public comments on the draft strategy informed the final version.

## 5. What's Next

The strategy is being launched during Open Gov Week 2023 on May 8. Registration details for the launch event can be found [here](#).

As the implementation approach outlined in the strategy indicates, the OGP Steering Committee will provide strategic direction to the implementation of the Strategy and approve OGP Support Unit and IRM work plans to advance the strategic goals. The OGP Support Unit and IRM will report annually on the work plans. Annual reports will be published, with a public comment period to ensure that the reports can reflect the progress of the broader Partnership.

OGP global summits and regional events, and biennial stakeholder surveys will be used as opportunities to engage with the wider OGP community and partners to help advance implementation, to take regular stock of progress and solicit input for the Support Unit and Steering Committee's biennial work plans.

Implementing this strategy will ultimately need a Partnership-wide effort. There are three immediate ways the open government community can come together to begin this journey:

- Convene your national or local OGP multi-stakeholder fora and other domestic stakeholders to discuss the opportunities presented by the strategy and how it can be implemented in your own domestic or regional contexts.
- Attend the 2023 OGP Global Summit in Tallinn, Estonia in September with a high-level delegation of ministers, local government leaders, civil society and others from across your government or organization. The Summit will be organized to take this new strategy forward, and there will be opportunities for members of the community to volunteer to lead in different areas.
- Model ambition and action in the Partnership-wide policy goals, and inspire others to do the same.