

Open Digital: How can OGP support an open government approach to digital government?

Strategy Input Paper

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Open
Government
Partnership



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Introduction

Since its inception in 2011, OGP has harnessed digital technologies to foster open government reforms¹. In ten years, the OGP community has leveraged technology to improve the delivery of public services and government processes, to make governance structures more participatory, and to be more accountable to citizens. Examples range from Armenia using technology to allow children to have quality education during the COVID-19 pandemic², to Chile's data-enabled public procurement monitoring leading to more affordable medicine³, to citizens being able to monitor public services in the state of Kaduna, Nigeria⁴. Civic tech communities have also used technology to make governments more transparent and accountable.

In the last decade, governments have also pursued broader digital transformation strategies, from setting up digital identity systems to developing algorithmic decision-making tools or data-sharing solutions between government agencies. The COVID-19 crisis has furthered this trend by causing the rapid digitization of essential public services.

Government digital transformation must be carried out mindfully. “Going digital” and “innovating” don't automatically improve democracies: governments can use technology to increase surveillance over their citizens, the digitization of public services may unintendedly further exclude vulnerable populations due to persisting digital inequalities, and technology doesn't always work as well as expected.

While government digital transformation is often framed as an inevitability, this paper proposes to see it as an opportunity. **Introducing digital technologies in the public sector is not always relevant. However, when properly executed, digital transformation can contribute to governments becoming more open, participatory, and accountable.**

Although technology has historically been embedded in OGP, digital transformation of governments and its relationship with open government values have not yet been looked at comprehensively. As OGP is developing its new strategy for 2023-2028⁵, the OGP Support Unit aims to identify the most effective ways to support the demand from the community to marry open government approaches with digital transformation.

Objective and structure of the paper

This strategy input paper explores **the roles OGP could play to promote an open government approach to government digital transformation, and support the OGP community in the**

¹ OGP. (2011). *Open Government Declaration*.

<https://www.opengovpartnership.org/process/joining-ogp/open-government-declaration/>

² OGP. (2022, August 17). Education Beyond the Classroom: How Armenia Transformed E-Learning Amid the Pandemic and War. *Open Stories*.

<https://www.ogpstories.org/education-beyond-the-classroom-how-armenia-transformed-e-learning-amid-the-pandemic-and-war/>

³ OGP. (2022, May 23). Data-Enabled Public Procurement Monitoring Leads to More Affordable Medicines. *Open Stories*.

<https://www.ogpstories.org/data-enabled-public-procurement-monitoring-leads-to-more-affordable-medicines/>

⁴ OGP. (2022, January 11). Eyes and Ears to Improve Public Services. *Open Stories*.

<https://www.ogpstories.org/eyes-and-ears-to-improve-public-services/>

⁵ Basu, S., and Maassen, P. (2022, May 10). Creating OGP's Future Together: Shape the Partnership's New Strategy. *OGP's Blog*.

<https://www.opengovpartnership.org/stories/creating-ogps-future-together-shape-the-partnerships-new-strategy/>



implementation of “open digital.” It aims to inform the development of OGP’s strategy for 2023-2028. It complements previous work on digital governance⁶.

This paper first defines the field of “open digital” and its relationship with adjacent topics, and gives an overview of its current state and challenges. Based on these insights, it suggests four action areas OGP could effectively engage with, and through which formats and with which stakeholders it could do so.

Methodology

This analysis and recommendations are based on the following strategies:

- 11 interviews with OGP partners and outside experts across 4 continents, including governments, OGP points of contact, and civil society members;
- A survey of existing OGP action plan commitments on digital governance, e-government and open data;
- A scan of the policy, research and on-the-ground landscape across relevant topics.

The findings are supported by the author’s experience working in and with government digital service agencies, including in the context of drafting and implementing of OGP national action plan commitments.

This paper is primarily aimed at the OGP Support Unit and Steering Committee. It is also relevant for OGP members, partners, and members of civil society who engage with OGP on the issue of open digital or wish to do so.

The author wishes to thank Paula Pérez, whom this paper was prepared in consultation with, for her inputs and support throughout the process, all the members of the OGP Support Unit and Steering Committee who took the time to share their feedback and ideas, and the interviewees for their insights and time.

⁶ Zinnbauer, D. (2019). *Digital Governance: What Role Could OGP Play? A Strategy Input Paper*. <https://www.opengovpartnership.org/documents/digital-governance-what-role-could-ogp-play/>

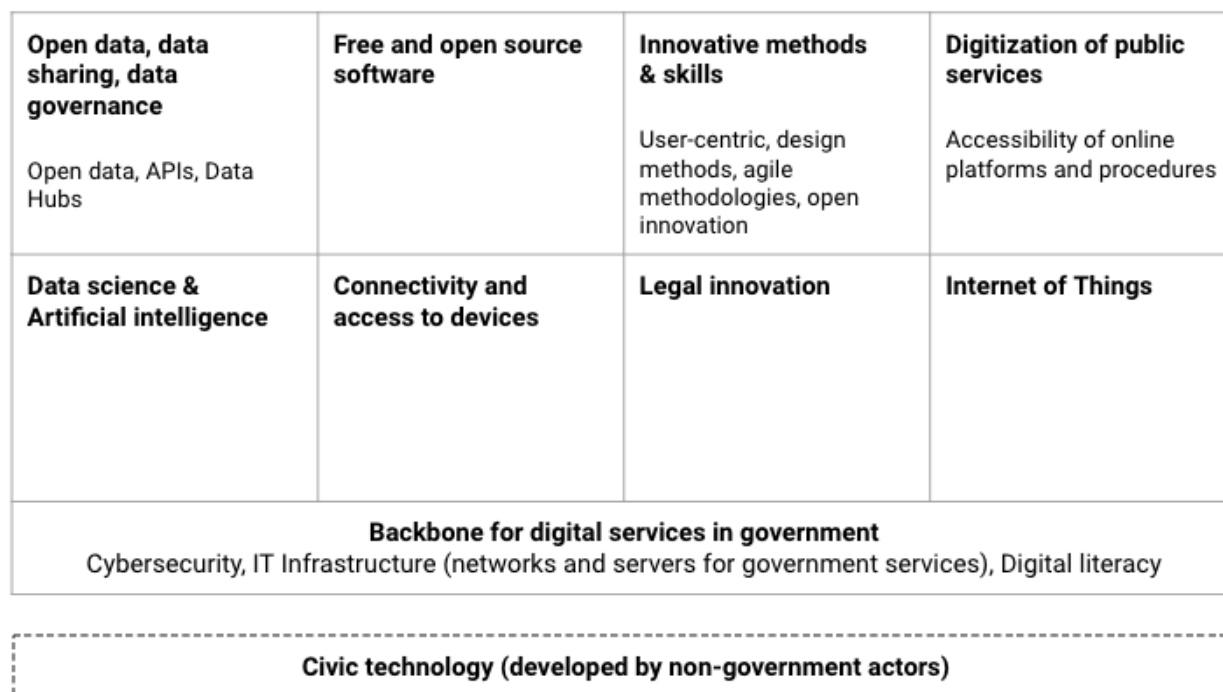
Open digital: scope and challenges

What does “open digital” mean? This section defines the concept, its relationship with an open government approach, and the challenges of the field.

Digital transformation and innovation do not automatically lead to more open, participatory and accountable governments

Digital government refers to the use of digital technologies, data and innovative practices in and by governments, to improve the quality of public action and benefit citizens and society⁷.

In practice, this term encompasses a broad range of applications. Examples include digitizing administrative procedures (often referred to as the first phase of “e-government”⁸), using user-centric design and agile methods to design public services that fit citizen needs, setting up data-sharing infrastructure between government agencies, adapting administrative law to include digital issues, building civic participation and monitoring platforms, opening up data to be reused by civil society, supporting decision-making with algorithms or using mobility data to shape policies and decisions⁹.



Graph 1. The many facets of digital government

⁷ See a similar definition by OECD: OECD. *Digital Government*. <https://www.oecd.org/digital/digital-government/>

⁸ Clarke, A. (2020). Digital government units: what are they, and what do they mean for digital era public management renewal?. *International Public Management Journal*. Vol 3, 2020. Issue 3. <https://www.tandfonline.com/doi/full/10.1080/10967494.2019.1686447>

⁹ For more precise typologies, see for example Misuraca, G., Barcevičius, E. and Codagnone, C. editor(s). (2020). *Exploring Digital Government Transformation in the EU - Understanding public sector innovation in a data-driven society*. Publications Office of the European Union. <https://publications.jrc.ec.europa.eu/repository/handle/JRC121548>

In that sense, the adoption of digital technologies goes beyond transposing analog government online, and the term “**digital transformation**” is often used to highlight that this uptake entails a broader shift of government culture, processes and relationship with citizens¹⁰. However, digital transformation can be a bit of a catch-all phrase: **what kind of government this transformation leads to is rarely defined.**

For instance, the COVID-19 crisis has shown that governments can use technology to reinforce surveillance towards citizens, without increasing their own transparency or accountability. Efficiency may also be the main (and sometimes only) incentive for governments to use technologies, namely through process automation. These uses of technology may be “innovative” and “disruptive”, but they do not necessarily contribute to a more open and democratic government.

Open Digital is the digital government approach driven by open government values

Open Digital: democratization of digital and digital transformation of democracy

Digital government and OGP values of openness, civic participation and public accountability intersect in two ways:

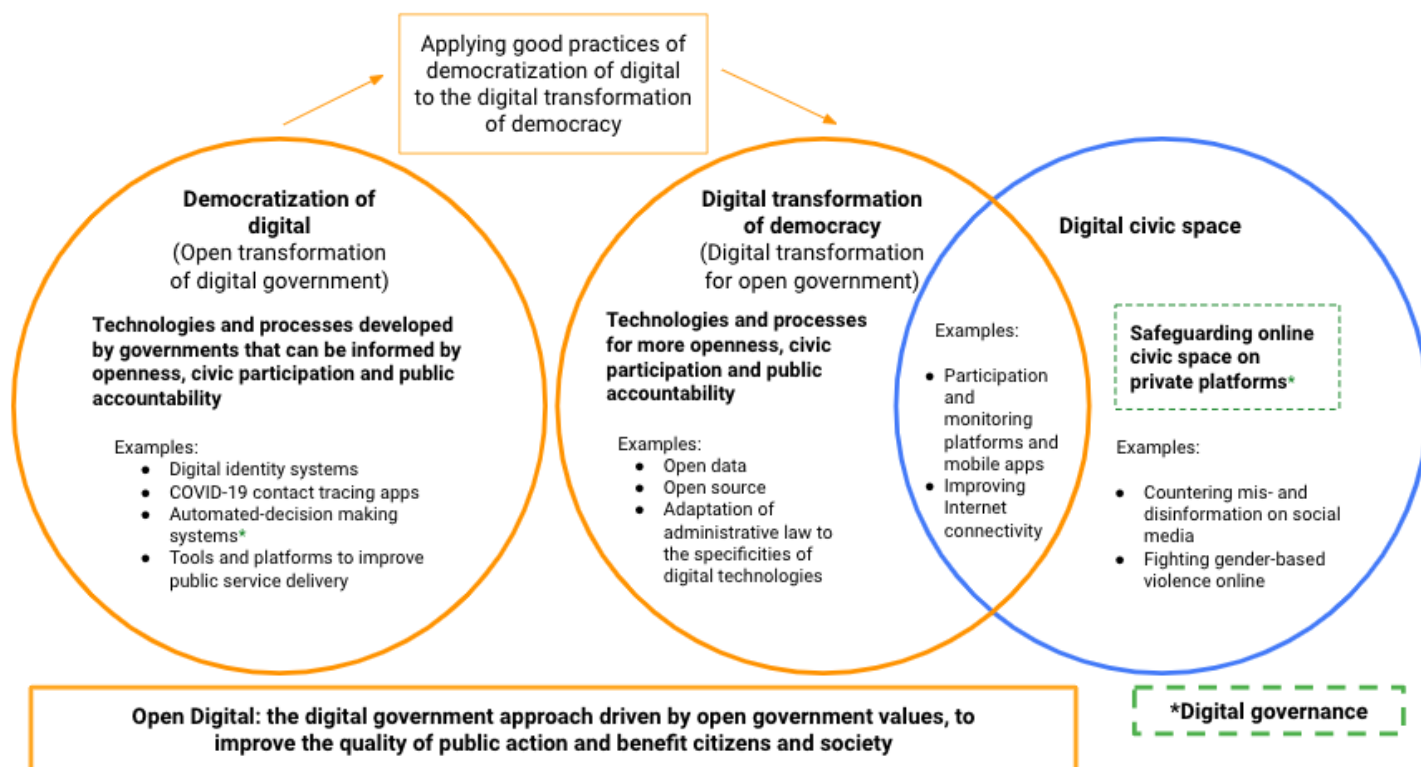
- The digital transformation of democracy: ensuring governments carry out their digital transformation through an open government approach.
- The democratization of digital: using technology to advance open government reforms.

Both aspects meet under the umbrella of “**open digital**”, **defined as the digital government approach driven by open government values, to improve the quality of public action and benefit citizens and society.**

The two areas are linked: the good practices of open transformation of digital government inform the technologies and processes of digital transformation for open government.

¹⁰ Loosemore, T. (2017). *Definition of Digital*. Public Digital. <https://public.digital/definition-of-digital>





Graph 2. The definition of open digital

Open Digital and Digital Governance: Open Digital focuses on technology directly related to government

Open digital and digital governance are two policy areas within OGP which are concerned with digital technologies. However, they differ in several ways.

OGP’s policy area of “digital governance” is defined as “leveraging the opportunities of evolving technology, such as artificial intelligence, data-driven algorithms, and mass social networks, while also developing policies to deal with the threats, including disinformation, discrimination, and privacy concerns”¹¹.

On the other hand, open digital focuses on technology directly related to governments. In open digital, governments are developers, users, and/or targets of technology. Thus, contrary to “digital governance”, its scope does not include topics where governments act as regulators of private platforms.

There may be overlaps between the two areas, as “digital governance” includes developing and safeguarding data-driven technologies made for or by governments. Open digital also encompasses safeguarding technologies in a digital government context, and is also concerned with data-driven technologies in government.

¹¹ OGP. Policy Area: Digital Governance. <https://www.opengovpartnership.org/policy-area/digital-governance/>



Leaders in open digital

Estonia, Israel, Korea, New Zealand, the United Kingdom, Canada, Uruguay, Mexico, Portugal and Denmark are members of the Digital Nations¹², a coalition of leaders in digital government committed to a number of open principles (open source, open standards, open government). They are also recognized by international rankings as leaders in the field (see the OECD Digital Government Index 2019¹³ and the UN e-Government Survey 2020¹⁴). Although these rankings focus on digital government as a whole, they integrate elements of openness in their assessment.

Other countries highlighted in the rankings are Colombia, Japan, Spain, Finland, Australia, Sweden, the USA, the Netherlands, Singapore, Iceland and Norway.

Current challenges in open digital

Interviews of experts and desk research underlined several challenges governments can encounter with digital transformation. These challenges bring up specific points of attention for both areas of open digital¹⁵.

1. Talent and training: governments need more open digital skills

How to tackle the challenge of open digital skills in government, and ensure open digital literacy, i.e. not only digital literacy for public servants, but also public sector literacy for technologists?

Governments need open digital skills and knowledge in order to design digital policies, develop digital projects in-house, and be able to handle the pitfalls of working with third-party technology vendors, such as deploying proprietary technologies or having opaque, non-accountable practices which are not in line with open digital.

Digital skills are not only technical, especially when it comes to open digital: career civil servants must know how to handle the specificities of a digital project, and legal teams must master new legal and regulatory frameworks around privacy, open data and open source. Technologists joining government from the private sector must also be aware and mindful of the specificities of the public sector.

For financial and organizational reasons, governments have had difficulty hiring “tech talent,” namely people whose skills are not historically present in the public sector (developers, designers, data scientists, etc.).

This has led to countries and cities launching programs to attract tech talent into governments, such as the Presidential Innovation Fellows¹⁶ in the USA, the Digital Graduate Program¹⁷ in

¹² <https://www.leadingdigitalgovs.org/>

¹³ <https://www.oecd.org/gov/digital-government-index-4de9f5bb-en.htm>

¹⁴ <https://publicadministration.un.org/egovkb/en-us/Reports/UN-E-Government-Survey-2020>

¹⁵ Of course, the challenges and opportunities in the field vary from region to region, depending on governments' capabilities, regulatory frameworks, the infrastructure available in the area, and social and political factors. They also differ depending on the level of government. Local governments tend to have less resources to carry out reforms, and encounter different challenges than at the national level, such as governance of local data.

¹⁶ <https://presidentialinnovationfellows.gov/>

¹⁷ <https://www.digitalprofession.gov.au/career-development/emerging-talent-programs/digital-graduate-program>

Australia (part of the Digital Professional Stream Strategy) or the Tech4Germany¹⁸ Fellowship in Germany. Governments have also put upskilling programs and resources in place, such as the Digital Academy¹⁹ within the Canadian School of Public Service. A group of academics have designed training material dedicated to “Teaching Public Service in the Digital Age”²⁰ to students in schools of public affairs around the world.

2. Inclusion and sustainability should be at the heart of the open digital approach

How to make sure to integrate inclusion and sustainability in all aspects of open digital?

Governments implementing digital initiatives may assume that the perceived ubiquity of digital technologies makes them accessible by default. However, not everyone is equal when it comes to digital tools, and the danger is to further exclude already vulnerable or marginalized communities.

This starts with **digital connectivity**, namely affordable access to the Internet and devices: 37% of the world’s population is still offline, including 67% of Africa and around 2 billion people in the Asia-Pacific region²¹. There are still 264 million fewer women than men accessing mobile internet²². Second, **digital accessibility** is at the heart of digital transformation of governments: if online public services do not respect accessible content standards²³, they may be unusable for people with disabilities, for instance those relying on screen readers. **Digital literacy** is also an issue across several demographics. Finally, inclusion may also mean taking into account **issues pertaining to specific marginalized communities**: see for example the Indigenous Data Sovereignty movement, which are working to shape open data principles to better respect the rights of Indigenous peoples²⁴.

Making sure open digital initiatives are inclusive means taking steps to make the Internet and digital technologies more accessible, but also **to set up analog alternatives** to be able to reach specific populations when it is more appropriate, and to reflect on how and when to integrate technology into government.

The use and development of digital technologies must also be weighted against their environmental costs, from the extraction of minerals to manufacture devices, to massive energy consumption, to the production of electronic waste.

¹⁸ <https://digitalservice.bund.de/fellowships/tech4germany/>

¹⁹ <https://cspsefpc.gc.ca/digital-academy/index-eng.aspx>

²⁰ <https://www.teachingpublicservice.digital/en/about>

²¹ UNDP Oslo Governance Centre, Southern Voice. (2022). *Democratizing the Digital Space: Harnessing Technology to Amplify Participation in Governance Processes in the Global South*. <https://www.undp.org/oslo-governance-centre/publications/democratizing-digital-space-harnessing-technology-amplify-participation-governance-processes-global-south>

²² Mobile for Development. (2022). *The Mobile Gender Gap Report*. <https://www.gsma.com/r/gender-gap/>

Nota: the above statistics take a binary approach to gender, therefore overlooking other gender identities.

²³ World Wide Web Foundation, Web Accessibility Initiative. Overview of the Web Content Accessibility Guidelines international standard. <https://www.w3.org/WAI/standards-guidelines/wcag/>

²⁴ Rainie, S. C., Kukutai, T., Walter, M., Figueroa-Rodriguez, O. L., Walker, J., & Axelsson, P. (2019). Indigenous data sovereignty. In T. Davies, S. B. Walker, M. Rubinstein, & F. Perini (Eds.), *The State of Open Data: Histories and Horizons*. Cape Town and Ottawa: African Minds and the International Development Research Centre (IDRC). <https://www.stateofopendata.od4d.net/chapters/issues/indigenous-data.html>



3.The field of open digital is scattered across different agencies and departments

How to implement a holistic open digital approach that brings all the elements of the fragmented landscape together, from technical, human resources and legal points of view?

As seen above (see graph 1), digital government spans topics from data science to connectivity.

In practice, these policy areas are scattered across different departments. Topics that relate to inclusion, such as accessibility of public services for people with disabilities, Internet access, and integration of gender or LGBTQIA+ issues, may be handled by various departments. The team in charge of digitization of administrative procedures may not regularly work with the data unit.

This means that, within one government, teams involved with digital government may be more sensible to the open digital approach and/or more advanced than others.

In addition, certain topics need to be balanced out with one another (e.g. open data and privacy or open source and procurement). This sometimes entails updating or properly implementing legal and regulatory frameworks, to ensure they do not conflict with one another.

4.Open digital causes shifts in governance, as governments must work with non-government actors

How to articulate the introduction of non-government actors into the production of digital technologies for democracy, through an open digital approach?

Non-government actors such as civil society organizations, journalists, or civic tech communities, have also leveraged digital technologies to contribute to democracy and hold governments accountable. For instance, Follow the Money²⁵ is a Nigerian initiative by organization Connected Development that visualizes and tracks government spending and international aid. Open source technology developed by civic tech organizations is also used by governments, such as the participatory democracy platform Decidim²⁶, or the tool developed by Democracia en Red²⁷ to monitor commitment implementation. This is a shift for governments, who are not used to open systems of governance or to working with outside communities.

5.Making governments both open and digital entails a dual shift in culture

How to help governments adapt to culture shifts from both the fields of open government and of digital technologies ?

A common challenge identified in government digital transformation is the shift in culture required from agencies, taking in elements from digital and Internet cultures. While government agencies are traditionally very hierarchical and work in silos, digital cultures encourage more horizontal ways of working, where members of the team have more decision-making power and are more prone to sharing information. Another shift is the use of agile methodologies for project management, which advocate for incremental developments and rapid iterations based on user-testing and impact measurement to deliver services that fit the

²⁵ <http://followthemoneyng.org/>

²⁶ <https://decidim.org/>

²⁷ <https://democraciaenred.org/es/seguimientometas/>

needs of users. Governments may find it difficult to adapt, due to path dependency to traditional project implementation methods, and to the way public procurement works.

Open digital furthers this culture shift by adding elements related to open government, namely opening up government information and processes, including citizens in decision-making, and being more accountable.

In practice, making these two cultures meet may be straightforward: for instance, the free and open source software movement encourages to “work in the open” and to publish one’s code, which is inherently related to opening up government information. Design methodologies propose innovative ways for citizens to participate in decision-making.

However, some areas are not as obviously aligned: for example, using agile methodologies may mean projects benefit users, but not necessarily that they will be open source, that information about them will be made public, or that the teams will be held accountable for their results. Citizens may test products as part of a design approach, without being involved in actual decision-making. Another question is: how to guarantee accountable and transparent processes in the purchase and implementation of technology by governments, when there is a push for an always-faster adoption of technologies?

6. Open digital should be purpose-driven and combine infrastructure and sectoral approaches

How can governments combine a global open digital strategy with concrete, sectoral projects that will demonstrate impact?

Open digital is not an end, only a means to achieve impact. It must be integrated with sectoral issues.

For instance, experience from the open data movement has shown that opening data with a purpose, to support a policy area (such as anti-corruption), was more effective than focusing on opening as many datasets as possible. Among other things, this enabled the open data movement to demonstrate impact and to build bridges with sector-focused organizations and advocates working on specific issues²⁸.

However, the ability of sectoral teams to carry out open digital initiatives also relies on the existence of robust, harmonized infrastructure and processes across government (for instance, national or local open data portals, or APIs for data sharing), and on the presence of support teams who can work with all sectors. Lessons learned from the open data movement can be applied to other areas of digital government, such as open source or data science. In the case of data science, building governments’ capacity to develop data science tools (through infrastructure, building datasets, creating common resources) should be paired with sector-focused projects.

²⁸ Calderón, A. (2019, October 10). What works: Open with a purpose. Reflections on our impact after three years. *Open Data Charter*. <https://opendatacharter.medium.com/what-works-open-with-a-purpose-4fa35ebb71ec>



OGP's role in open digital: recommendations

These recommendations aim to point to areas of work where OGP will have the most impact. They build on the two strands of open digital, and are based on what has surfaced in this research regarding current challenges and opportunities in open digital, OGP's strengths and mechanisms, and the level of maturity of OGP members in specific areas.

OGP's value proposition: both a convener and a forum for concrete implementation

OGP holds a unique place as a multi-stakeholder partnership dedicated to promoting open government, acting both as a convener and a forum for concrete implementation.

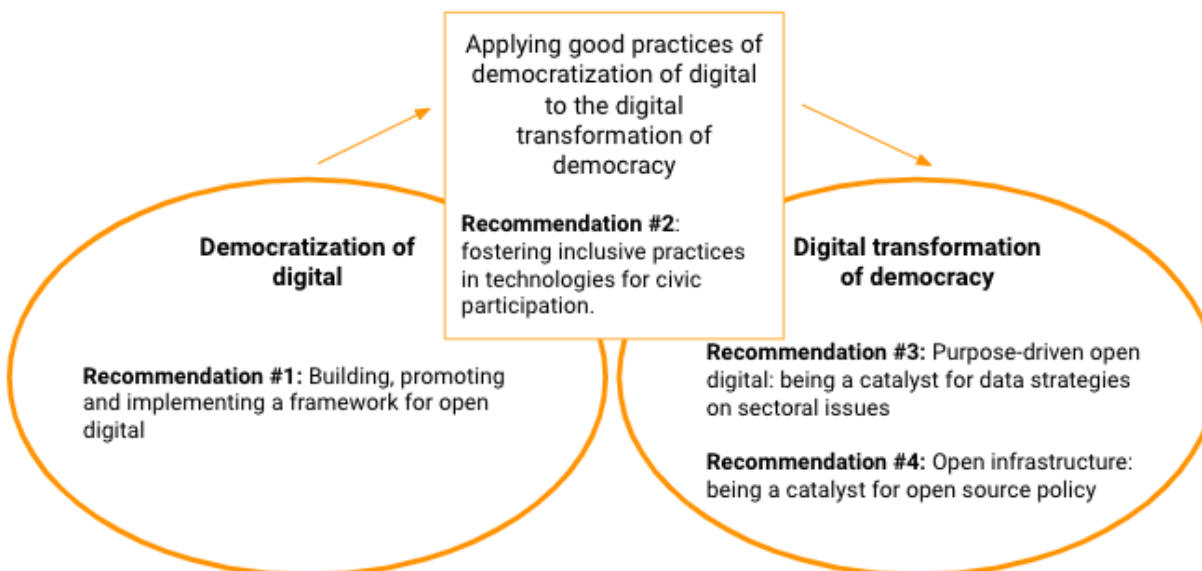
To quote an interviewee, OGP is a “community of communities.” Through the work of the Steering Committee and the Support Unit, and mechanisms such as multi-stakeholder forums, it is able to create links between communities that work towards similar goals in different spaces: governments, civil society organizations, supranational organizations (such as the United Nations), international development institutions, academia and the private sector. It thus acts as a catalyst for experience sharing, either between different stakeholders (e.g. civil society organizations and governments), or within certain communities (e.g. OGP members working on similar commitments, or civil society organizations in regions where OGP is already established).

Thanks to its broad overview of thematic areas, it can bring together people working on the same issue but in different regions of the world and from different angles (for instance, entities with digital expertise and entities without), centering often-overlooked perspectives.

Secondly, The OGP approach is recognized by its members and partners as an efficient way to move from principles to concrete policy implementation (for example, with regards to sustainable development goals), in particular through the action plan mechanism. It has the ability to create political momentum around policies, and can mobilize partners to support members in the drafting and implementation of commitments.

Four areas of work across all aspects of open digital

The areas of work suggested aim to illustrate and cover all aspects of open digital, from the democratization of digital (recommendation #1), to the digital transformation of democracy through sectoral (recommendation #3) and infrastructure (recommendation #4) approaches, to the application of good practices to digital democracy tools (recommendation #2).



Graph 3. Summary of the recommendations and how they relate to the strands of open digital

1. Building, promoting and implementing a framework for open digital

While OGP members are increasingly discussing how digital and open government intersect (the theme of “digital innovation” is present on the agenda of both Europe and Africa and the Middle East regional meetings in the fall of 2022²⁹), **OGP has not yet built a comprehensive discourse around open digital.**

Openness is already present in other existing charters and frameworks

Several coalitions and organizations have already integrated “openness” as one of their principles for digital government.

Open digital in other organizations

The Digital Nations Charter³⁰ lists open source, open standards and open government as shared principles of the coalition, and countries have to adhere to OGP to become members of the Digital Nations.

The UN Secretary General’s Roadmap for Digital Cooperation (June 2020) lays out 8 key areas for action, including “achieving universal connectivity by 2030”, “promoting digital public goods” (defined as “open source software, open data, open AI models, open standards and open content”) and “ensuring digital inclusion for all”³¹.

²⁹ See <https://www.opengovpartnership.org/events/europe-regional-meeting/> and <https://www.opengovpartnership.org/news/morocco-to-host-open-government-regional-meeting/>

³⁰ *Digital Nations Charter*.

https://www.leadingdigitalgovs.org/_files/ugd/189d02_ff9d33d670124239a3f6475e7c833ca8.pdf. The Digital Nations are a coalition of leaders in digital government (see the “Leaders in open digital” insert above).

³¹ <https://www.un.org/en/content/digital-cooperation-roadmap/>

4 of OECD's 12 Digital Government principles³² relate to openness and engagement. One of them concerns "openness, transparency and inclusiveness" and another "engagement and participation in policy making and service delivery". In the OECD Digital Government Policy Framework, "open by default" ("when government makes open government data and policy-making processes, including algorithms, available to the public, within the limits of existing legislation and in balance with national and public interest") is one of the 6 areas of digital government³³.

UNESCO also has a program dedicated to "fostering innovation and inclusive digital transformation for sustainable development"³⁴, focusing on artificial intelligence, Internet governance (through UNESCO's Internet Universality Indicators³⁵) and youth and literacy, to encourage digital literacy and the development of innovative tools.

In the field of international development, the UNDP's 2022-2025 Digital Strategy³⁶ outlines that "the aim of a people-centred digital transformation should be to build a more open, transparent, and accessible society that leaves no one behind." The UNDP works with partners such as the Digital Public Goods Alliance³⁷ to advocate for open digital standards and open data. It contributes to shared global standards and frameworks, including the Principles for Digital Development³⁸. These principles are developed and put into practice by the Digital Impact Alliance³⁹, and one of them urges to "use Open Standards, Open Data, Open Source and Open Innovation."

However, "open digital" is usually embedded in a wider set of principles. The notion of "open" often refers to open data, open source and transparency initiatives, and accountability is seldom mentioned in general principles.

There is an opportunity to build a comprehensive, holistic framework for open digital outlining how openness, civic participation and public accountability are not only one of several principles, but can **drive and inform all aspects of digital government.**

Among other things, this would mean to build on the questions raised in the "Challenges" section of this paper, and examine issues of open digital literacy, human resources in government, streamlining inclusion in all aspects of digital government, regulatory frameworks for open digital, etc.

The framework would solidify the presence of open digital on the agenda, and serve as a way to encourage and recognize good practices within the OGP community.

³² OECD. (2014). Recommendation of the Council on Digital Government Strategies. <https://www.oecd.org/governance/digital-government/toolkit/goodpractices/recommendation-on-digital-government-strategies.htm>

³³ OECD. (2020). The OECD Digital Government Policy Framework: Six dimensions of a Digital Government. <https://www.oecd.org/governance/the-oecd-digital-government-policy-framework-f64fed2a-en.htm>

³⁴ <https://en.unesco.org/ci-programme/innovation>

³⁵ <https://en.unesco.org/internet-universality-indicators>

³⁶ UNDP (2022). *Digital Strategy 2022-2025*. <https://digitalstrategy.undp.org/>

³⁷ <https://digitalpublicgoods.net/>

³⁸ <https://digitalprinciples.org/>

³⁹ <https://digitalimpactalliance.org/>



Risks and opportunities: building a collaborative, concrete framework, without reinventing the wheel

OGP has the opportunity to position itself as a leader on a framework for open digital.

This framework should:

- **Complement existing charters and principles:** OGP should work with existing actors to identify where the added value of a new framework is, to avoid reinventing the wheel. For instance, the intersection of open digital and training of public servants has not yet been explored in depth.
- **Be as actionable as possible for the OGP community and beyond:** OGP can leverage its dual position as a convener and an implementation forum to make sure that this framework bridges the gap between principles and concrete actions, building on current practices and initiatives within the OGP community.
- **Be informed by many voices,** from governments, to sectoral civil society organizations, to civic tech organizations, to private sector entities, to academia.

Actions to implement this recommendation

<p>Steering Committee</p>	<p>Work more closely with existing spaces, drawing on connections with countries that are members of the Digital Nations, the OECD, the UN e-Government program, and international development actors, to advance discussions and leadership on open digital.</p> <p>Include members who have open digital expertise on the thematic leadership subcommittee.</p> <p>Join efforts with funders, development agencies and academia to create or source pedagogical resources on open digital for government officials and public servants.</p> <p>For the criteria and standards subcommittee: reflect on integrating aspects of open digital to the eligibility criteria for OGP.</p>
<p>Support Unit</p>	<p>Create spaces to surface good practices, questions and issues within the OGP community on the topic of open digital. This can entail bringing together experts and key stakeholders (see list below) to provide recommendations based on specific needs identified by members, as well as creating these spaces at annual conferences (see list below).</p> <p>Identify and promote leaders in the field among OGP members, for instance through an “open digital” award.</p> <p>Identify and build connections with relevant partners who can support OGP members to adopt an open digital approach in action plan commitments related to digital (see list below).</p> <p>In countries where multi-stakeholder forums are already in place: use them to raise awareness about the approach, in collaboration with points of contact.</p>



IRM Mechanisms	Making open digital principles an integral part of the IRM mechanism, both when drafting a commitment and at several stages of its implementation.
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Partners and spaces

Established conferences and networks where digital government issues are discussed include:

- The Digital Nations, a coalition of 10 leaders in digital government (Estonia, Israel, Korea, New Zealand, United Kingdom, Canada, Uruguay, Mexico, Portugal), all of which are OGP members and committed to a number of open principles (open source, open standards, open government)⁴⁰. It currently has four working groups: “Artificial Intelligence”, “Data 360”, “Digital Identity”, and “Sustainable Government Information Technology.” The OGP Support Unit could build on the fact that all of the members of the Digital Nations are OGP members to better understand and advance how open principles translate into the work of the network in practice.
- The OECD Digital Government team publishes the Digital Government Index, which includes openness and inclusion criteria, and convenes the E-Leaders network. The OGP Support Unit could further its relationships with the team to better understand how OGP could complement existing work.
- At a local level, the G20 Global Smart Cities Alliance, created in 2019, establishes and advances global policy norms around “smart city” technologies, including to foster greater openness and public trust.

Annual conferences that the OGP community could increase its presence at:

- The Digital Services Convening is co-hosted by the Harvard Kennedy School and Public Digital, and convenes 47 digital services groups around the world annually.
- The annual FWD50 Conference, an annual gathering of public sector innovators.

Public Digital, a consultancy working in digital transformation, could be a valuable partner with which **to reflect on what “open digital” looks like**, and which could offer **concrete support** to members in their action plans. They co-organize the annual Digital Services Convening with the Harvard Kennedy School. Their research agenda for 2022 includes several topics related to open digital, including digital public goods, sustainability, and inclusivity, equity and social impact.

Research organization Data & Society has launched a new **research program** on the Datafied State, whose topics intersect with issues raised by the topic of “open digital.” The OGP Support Unit could engage with this research program and identify where it intersects with needs expressed by OGP members.

2.Fostering inclusive practices in technologies for civic participation

Governments that implement technologies for civic participation may fail to take into account their limitations. Public, online platforms may give governments a false sense of inclusivity under the assumption that “everybody can contribute or have access.” However, this is not the case.

⁴⁰Digital Nations Charter.

https://www.leadingdigitalgovs.org/files/ugd/189d02_ff9d33d670124239a3f6475e7c833ca8.pdf

For instance, online participatory budgeting platforms have unintendedly excluded people who were less tech-savvy and poorer populations who had less access to devices and Internet connectivity⁴¹.

Solutions to these hindrances include planning non-digital methods of engagement, and adopting a careful, incremental and realistic approach to digital projects.

This issue is particularly relevant for OGP as **a number of OGP members currently have commitments that use technology to enhance participation processes**, including [Serbia](#), [Estonia](#), [Tunisia](#), [Kenya](#), the [Republic of Korea](#), [Spain](#), [Morocco](#) and [Colombia](#).

Opportunity for the OGP Support Unit: leveraging peer-learning groups and action plans to put inclusion and accessibility at the heart of digital projects for civic participation

Several OGP members already take inclusion into account in digital projects. For instance, [Kenya's](#) action plan 2020-2022 contains a commitment to enhance public participation in the legislative process, through a holistic approach: it plans to both adopt technology as an enabler for public participation and to “develop guidelines to guarantee inclusivity in public participation to include Women, Youth and Person with Disability, minority and marginalized communities.” [Aragón \(Spain\)](#) is making its Transparency Portal more accessible, “paying special attention to people with functional diversity”. [Estonia's](#) commitment to increasing the capacity for co-creative policy-making within government authorities acknowledges that, as “one in four residents of Estonia will be over the age of 65 in 2035, (...) the usual (digital) methods of engagement will need to be reviewed.” The [Republic of Korea's](#) commitments on participation and participatory budgeting plan both off and online options for engagement. [Scotland](#) plans to power citizen participation by focusing on inclusion and equality.

However, other members make no mention of inclusion in similar commitments.

There is an opportunity for the OGP Support Unit to systematize the integration of inclusive practices in members' projects, to highlight the importance of accessibility measures for digital platforms, and to help OGP members share best practices and not repeat past mistakes. This is essential to ensure that digital technologies are implemented in a way that will advance democracy for everyone.

Actions to implement this recommendation

Support Unit	<p>Document and promote good practices from members who have already implemented commitments related to digital participation and monitoring in the past, through briefs, blogs or podcasts;</p> <p>Create spaces for peer-learning between members implementing such commitments;</p> <p>With the help of members who have already implemented such tools and of relevant civic tech organizations, build a repository of trusted, tried-and-tested open source platforms for civic participation.</p>
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⁴¹ Coi, G., and Hernández-Morales, A. (2022, April 21). European cities' big cash handover. *POLITICO*. <https://www.politico.eu/article/europe-big-city-cash-handover/>

IRM Mechanisms	<p>Introduce periodical evaluations on specific, incremental steps of the projects pertaining to questions of inclusion and accessibility.</p> <p>Make “focus on inclusion” a prerequisite for commitments related to digital participation to be considered “star” or “high ambition”.</p>
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Partners

- The [OECD Innovative Citizen Participation team](#) releases research, guidelines (including the [Good Practice Principles for Deliberative Processes for Public Decision Making](#)) online content, and coordinates the Innovative Citizen Participation network. They would be an interesting partner with whom to identify good practices and to discuss systematic inclusion in participatory practices.
- [SimplySecure](#) is a technology company that helps practitioners design technology that centers and protects vulnerable populations. Although their expertise is not in participation, their experience centering vulnerable populations would be valuable in the context of embedding inclusion into technology for open government.
- [mySociety](#) is a not for profit group that does research, sector building and commercial work in the field of civic technologies and technologies for democracy. It has a strong foothold in the civic tech community, and hosts the annual [TICTeC](#) (the Impacts of Civic Technology) conference. They would be a useful bridge to non-government actors building civic participation tools.
- The [Web Accessibility Initiative](#) led by the World Wide Web Consortium (W3C) develops standards and support material to help understand and implement web accessibility.

Digital transformation of technology: exploring technologies for accountability

When it comes to using technologies to foster open government reform, members tend to make commitments around participation, and less around accountability.

Another question that could be explored by the OGP Support Unit is: how to promote commitments that use technology to enhance accountability, in addition to participation?

3. Purpose-driven open digital: being a catalyst for data strategies on sectoral issues

The “Challenges” section of this paper has underlined the usefulness of a purpose-driven approach to open digital, *i.e.*, embedding it in sectoral issues, to achieve concrete impact.

Topics with momentum among OGP members: public integrity and the environment

The OGP has a long-standing history of doing so with regards to data and a number of policy issues, including public integrity and anti-corruption. OGP members have identified action plans as a lever to advance open data reforms in these fields, as shown by the number of current high ambition commitments: [Albania](#), [Liberia](#) and [Lithuania](#) have commitments related to open data and beneficial ownership; the latter two also have commitments related to open

contracting⁴², alongside Kenya and Indonesia; Colombia is opening up data on corruption, and Côte d'Ivoire on the declarations of assets for public officials and civil servants. Panama, Ukraine, Indonesia and Colombia have also made commitments related to open data and fiscal openness.

Nine local members currently have commitments related to public integrity and fiscal openness, including Makueni (Kenya) that committed to publishing project implementation data based on the Open Contracting Data Standard, and Scotland that committed to improve the accessibility and usability of data about the public finances.

Data strategies related to the environment and climate also have momentum. Signatories of the Escazú Agreement⁴³ have already leveraged OGP action plans to implement it. OGP and the Extractive Industries Transparency Initiative have been working together to develop synergies⁴⁴. An analysis of the 2020 Action plan cycles by the OGP Support Unit also reveals that there is also room for even stronger commitments on the issue of extractives, to focus on participation and accountability in addition to transparency⁴⁵.

Going from open data to data strategies

While many commitments focus on open government data, there are opportunities for broader data strategies to sectoral approaches.

Data strategies can entail collecting and publishing new data, including from the private sector,, setting up standards, developing new governance systems around citizen data, designing frameworks to balance privacy and openness, working with relevant actors to encourage data reuse (see France's commitment on health data), using data to improve the delivery of public services (see Indonesia's commitment to centralize fragmented social welfare databases, to ultimately improve provision of social welfare services), etc.

A broader approach to data allows to **go beyond transparency** of government action and to encourage initiatives around monitoring and accountability.

Opportunity: further progress on mature sectors and integrate data strategies in new policy areas

There is an opportunity to further progress in mature areas while applying good practices and lessons learned to less-explored policies, two of which are suggested below.

This would enable OGP to:

- Continue to solidify its position as a bridge between high level ambitions and practice;
- Further capitalize on the experience of the community, to harmonize and disseminate good practices.

⁴² <https://opengovpartnership.org/members/lithuania/commitments/lt0031> and <https://opengovpartnership.org/members/liberia/commitments/lr0041>

⁴³ Cerdan, A. (2021, July 5). OGP as a Key Partner to Implement the Escazu Agreement. *OGP Blog*. <https://www.opengovpartnership.org/stories/ogp-as-a-key-partner-to-implement-the-escazu-agreement/>

⁴⁴ OGP. (2019). Seeking Synergy. The Open Government Partnership and the Extractive Industries Transparency Initiative.

<https://www.opengovpartnership.org/documents/seeking-synergy-ogp-eiti/>

⁴⁵ OGP. (2021). Extractive Industries Fact Sheet.

<https://www.opengovpartnership.org/wp-content/uploads/2021/11/Extractive-Industries-Fact-Sheet.pdf>

Including the whole OGP community in reflections will be crucial, including to identify the needs of civil society organizations working on these issues, for example in terms of networking, experience-sharing and collaboration.

Actions to implement this recommendation

<p>Support Unit</p>	<p>Further progress on data strategies and public integrity and the environment, by:</p> <ul style="list-style-type: none"> - Evaluating the efficiency of commitments marrying open data and a sectoral policy; - Documenting impactful case studies; - Reflecting on whether/how integrating broader data strategy elements to the commitments would increase their impact. <p>Reflect on how to capitalize on lessons learned from mature policy areas. This could mean inviting OGP members and partners to document good practices and mistakes to avoid when integrating data strategies in policies, or work with the OGP community to pinpoint common challenges, concerns and interests.</p> <p>In contexts where this is relevant (<i>i.e.</i>, where OGP is already identified as an actor and facilitator), approach civil society organizations to scope their needs and identify whether OGP could be of help (to promote experience sharing among civil society, to relay needs to governments, etc.) and how.</p> <p>Identify policy areas that OGP focuses on that could benefit from data strategy elements, either because they are gaining traction among OGP members or the OGP community or are a strategic thematic area for OGP in general. See below for suggestions on two areas: Open Justice and Women, Gender and sexual minorities, and Marginalized communities.</p> <p>Foster collaboration among OGP members for these policy areas: either create specific thematic working groups or, if groups on this policy already exist, integrate a data strategy component through work with partners.</p>
<p>IRM Mechanisms</p>	<p>Consult with entities reusing data to learn more about how the IRM could be improved to guarantee the quality of the data opened through commitments.</p>
<p>Steering Committee</p>	<p>Use events as a way to show the impact of using OGP action plans to advance sectoral approaches to open data and data strategies.</p> <p>Work closely with international partners and fora to identify areas for collaboration (including on the topic of sustainable development goals).</p>



Recommendations for two policy issues: open justice & women, gender and sexual minorities, and marginalized communities

Open Justice

OGP already works on open justice (defined as “appl[ying] the principles of open government – transparency, civic participation, and public accountability – to the justice system.”⁴⁶).

Working at the intersection of open justice and data strategies entails reflecting on how data strategies and digital technologies can play a role in advancing broader open justice reforms.

Governments are paying more and more attention to the issue, as reflected in action plan commitments: in addition to past commitments, 5 high ambition commitments are linked to digital and justice in current national action plans (in the [Czech Republic](#), the [Netherlands](#), [Albania](#), [Serbia](#) and [Kenya](#)). The **Czech Republic** committed to developing a system to anonymize and publish court data, the **Netherlands** to publishing complaint data, and **Serbia** to setting up an electronic system for reporting violence against children, which will streamline processes and allow to collect new data that can be open and used for monitoring. The topic is also gaining momentum among civil society organizations organizations such as the Open Data Charter, the Open Data Institute, Transparency International, ILDA, or the International Development Research Centre⁴⁷.

OGP would add value to this topic for several reasons:

- This issue is complex and spans many aspects of access to justice. **It requires diverse technical expertise** in open text data, data collection methods, privacy-protecting methods (for example, to remove personally identifiable information before opening court decisions). As a result, different teams may work on this topic in government: the data science team on data pseudonymization, the open data team on standards, the digital services team on online platforms, etc. **It also entails articulating different legal frameworks**, including on access to information and privacy. Tackling the issue from a sectoral perspective can help advance it in a meaningful, coherent, and impactful way. OGP already works on Open Justice and can easily integrate or reinforce a data strategy aspect to the work.
- **Data collection, publication and reuse requires collaboration between governments and civil society.** OGP’s tested methods make it an effective forum to do so. The OGP Support Unit could support other organizations working in this field to better identify which data would be the most useful, to create spaces to discuss standards which are appropriate for data publication, and to imagine ways in which to communicate the information to make it understandable to the general public. OGP can leverage its existing [Coalition on Justice](#) to do so.

Women, gender and sexual minorities, and marginalized communities

This policy encompasses three of OGP’s areas of focus for inclusion: women, gender and sexual minorities, and marginalized communities. The intersection of data and women, gender and

⁴⁶ OGP. (2020). *Justice Policy Series, Part II: Open Justice*.

<https://www.opengovpartnership.org/documents/justice-policy-series-part-ii-open-justice/>

⁴⁷ Elena, S. (2019). Open Data, Crime & Justice. In T. Davies, S. B. Walker, M. Rubinstein, & F. Perini (Eds.), *The State of Open Data: Histories and Horizons*. Cape Town and Ottawa: African Minds and the International Development Research Centre (IDRC). <https://www.stateofopendata.od4d.net/chapters/sectors/crime-justice.html>

sexual minorities, and marginalized communities can be approached in two, complementary ways:

- **Using data to advance inclusion issues.** Four members currently have such commitments: Buenos Aires (Argentina) is working on opening data on access to LGBTQAI+ community rights, Catalonia (Spain) is improving data for comprehensive analysis of the socio-economic inequality of women and the feminisation of poverty, and Rosario (Argentina) aims to set up cross-cutting, comprehensive processes of collection and analysis of data from a gender perspective. At a national level, Colombia is working on transparency of public finances to better analyze and monitor the resources allocated to gender-equity policies;
- **Setting up inclusive, culturally-sensitive practices for collecting and publishing data** (see for instance the specificities of data collection for Indigenous people of Canada)⁴⁸.

This issue is interesting on several levels:

- It intersects with a policy area for OGP (Inclusion) and several sustainable development goals (Gender Equality and Reduced Inequalities). The existence of data on gender-based violence is also used by the OECD to assess its member's maturity index. **Yet, it is not very prevalent in action plans**, which may suggest it is not a priority for many members. **The OGP Support Unit can contribute to understand why and to foster momentum around the topic.**
- **It spans different degrees of maturity, with strong regional disparities** (civil society organizations in Latin America are leaders in the field). Some countries considered global leaders in open data have made little advancement on the topic. **The OGP Steering Committee can contribute to putting the topic on the agenda.**
- According to practitioners, one of the challenges currently encountered with gender data is its reuse⁴⁹, which the OGP Support Unit can push for by **building bridges between producers and potential reusers of data.**

Partners

Partners to reflect on what open digital data strategies mean beyond opening up data and on sectors to be explored, and to support members in action plan commitments:

- The Open Data Institute, a UK non-profit with a mission to work with companies and governments to build an open, trustworthy data ecosystem.
- Pollicy, a civic technology organization working at the intersection of data, technology and design to improve government service delivery in the African context. They organize the annual event Data Fest.
- The Open Data Charter, a collaboration between over 150 governments and organizations working to open up data based on a shared set of principles. They are already a partner of OGP on policy issues, including digital governance. The Open Data

⁴⁸ See for instance the specificities of data collection for Indigenous people of Canada. Rainie, S. C., Kukutai, T., Walter, M., Figueroa-Rodriguez, O. L., Walker, J., & Axelsson, P. (2019). Indigenous data sovereignty. In T. Davies, S. B. Walker, M. Rubinstein, & F. Perini (Eds.), *The State of Open Data: Histories and Horizons*. Cape Town and Ottawa: African Minds and the International Development Research Centre (IDRC). <https://www.stateofopendata.od4d.net/chapters/issues/indigenous-data.html>

⁴⁹ Data for Development Network. (2022). *State of Open Data Roundtables: Gender Equality*. https://www.youtube.com/watch?v=2_YH4ksajoA



Charter's current action plan prioritizes Open Justice as one of its key topics⁵⁰. They have also published an Open Up Guide on Climate Data.

- ILDA (Iniciativa Latinoamericana por los Datos Abiertos), an organization that promotes reflection on how data will serve the development of our societies. One of their strategic areas is to contribute to data infrastructures to generate evidence of problems related to gender, migration and LGBTQIA+ issues.

Organizations working specifically on gender data:

- Open Heroines, a community of women and non-binary people who work in civic tech, open data and open government. They are already partners of OGP in the Inclusion policy area and could act as a bridge between the open digital and the inclusion communities.
- Data2X, a civil society organization working to improve the production and use of gender data through strategic partnerships, research, advocacy, and communications.
- Civil society organizations Digital Fems and TheDataPlace have launched the GenderDataLab.org initiative, a repository of open data on gender that also offers services on building gender data strategies and open data training.

4. Open infrastructure: being a catalyst for open source policy

The rising interest for open source in government

As previously mentioned in this strategy paper, digital issues always entail striking a balance between thematic and infrastructure approaches. **Open source is one of the most pressing areas of digital infrastructure policy.**

In its 2021 report, Public Digital defines open source software as “a way of developing and distributing software. The code is often written collaboratively, and it can be downloaded, used and changed by anyone. Open source software is released under a license in which the copyright holder allows the licensee to use, edit and distribute the source code as they wish”⁵¹.

Making public software open source is a lever for public accountability, as it enables the scrutiny of the software. **It fosters collaborative approaches:** public agencies are encouraged to stop working in silos and to pool their resources to develop and maintain shared tools. It is also a question of **sovereignty**: when governments rely on third-party vendors to develop closed-source tools, they risk remaining dependent on these vendors when they want to modify the software or to access the data collected. Several strategies can circumvent this, from developing in-house open source projects to adding open source clauses in public procurement processes.

Finally, open source raises issues of governance: tools may be initiated or maintained by free software or civic tech communities, or private companies. **This radically changes the relationship between governments and civil society**, in direct relationship with values of openness, civic participation and public accountability.

Open source technology in government does not come without hurdles: open source, like open data, can be approached as a technological issue and decoupled from its thematic

⁵⁰ Serale, F. (2022, April 20). [Spotlight] Bridging knowledge with practice. Open Data Charter Blog. <https://medium.com/opendatacharter/spotlight-bridging-knowledge-with-practice-fe55077f9698>

⁵¹ Public Digital. (2021). *Open source in government: creating the conditions for success*. <https://public.digital/research>



applications. OGP's experience with systematically applying open data to policy issues can help balance out reflections and **ensure the development of open source in governments serves both to create robust infrastructures and to support concrete issues.**

The issue of maintenance is also often overlooked in software development in general, and open source software in particular. OGP can contribute to raise awareness among governments about the need to plan long-term when launching a digital tool.

National and local governments are becoming increasingly aware of the importance of developing open source infrastructure. Two countries (Germany and the Netherlands) have included high ambition commitments around open source in their current action plans. Many countries have launched national repositories of government source codes (see for example the US or Italy). Uruguay's government digital team AGESIC's global perspective of Public Software means it publishes all software for it to be reused⁵². France and the European Union have free software units dedicated to promoting open source in the public sector. The notion of open source is also present in the field of international development, through for example the Digital Public Goods Alliance (with which the UNDP is partnering).

Risks and opportunities: OGP as a convener for open source government actors

- **Focus on building spaces for discussion and experience sharing between governments:** there are many actors in the field of open source, and the OGP Support Unit currently lacks capacity in this policy area. The OGP should not take a leadership role on this issue, but focus on its strengths as a convener. At the OGP Support Unit level, there is room for creating spaces for collaboration as open source teams in governments are only collaborating informally so far. At the Steering Committee level, there is room to contribute to existing work on promoting open source.
- **Not limiting open source to tools for open government:** open source can both be seen through an "open source for open government" lens (by developing tools for participation and accountability which happen to be open source), but also as a wider policy. This recommendation takes the second approach. The first approach is touched upon in recommendation n°2 about participatory democracy platforms.

Steering Committee	Work with country leaders, international organizations, funders and international development actors to promote the use of open source in public sector projects , including through encouraging efforts to fund and participate in the governance of open source .
Support Unit	<p>Create a thematic working group on open source, similar to the working group on Open Algorithms in the digital governance space.</p> <p>Outreach to organizations that have expertise on this issue to build capacity within the OGP Support Unit and to be able to support members. Organizations can be identified through discussions with OGP members already working on open source.</p>

⁵² Public Digital, 2021.



	Strengthen links with civic tech organizations across the world (for example, the Code for All Network, see below) to identify opportunities for bridge-building with governments.
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Partners

- Consultancy firm Public Digital (already recommended as a partner for recommendation n.1) has published the report “*Open source in government: creating the conditions for success*” (2021), based on interviews with government decision-makers, technical experts, funders and people delivering digital services to citizens. It would be a valuable partner to gain a deeper understanding of the open source ecosystem, and to offer support to members who want to increase their effort in the field.
- The Code for All network, made up of 30 member organizations from around the world which work within the realm of civic tech. They use technology to solve problems and improve the lives of people in their local communities.
- Red GEALC is the network of e-Government Leaders in Latin America and the Caribbean. One of its working groups is Public Software: the OGP Support Unit could work with them to understand the current state of the field and where OGP could bring value.
- Sovereign Tech Fund, a fund set up by Germany to support the development, scaling and maintenance of digital and foundational open source technologies.
- The Digital Public Goods Alliance, a multi-stakeholder initiative with a mission to accelerate the attainment of the sustainable development goals in low- and middle-income countries by facilitating the discovery, development, use of, and investment in digital public goods.

Non-government actors working on open source in the public sector:

- The Foundation for Public Code, based in the Netherlands, helps public organizations develop and maintain public software.
- OpenForum Europe is a not-for-profit independent think tank based in Brussels that promotes the merits of openness in computing across Europe.



Appendix: recommendations for the tagging system

These recommendations aim to:

- Allow for a finer-grained understanding of commitments relating to the use of digital technologies by governments, while avoiding categories that would be too narrow.
- Better differentiate between “digital governance” and “open digital government” issues. Currently, it seems that members tended to tag commitments that did not fall directly into “e-Government” or “open data” as “digital governance” (e.g. open source).

Based on a scan and manual clustering of existing commitments, we recommend the following typology:

A parent category called “Open digital”, that encompasses both technologies and processes developed to advance openness, civic participation and public accountability and technologies and processes developed with openness, civic participation and public accountability in mind.

This category would include four existing tags:

- **Open data;**
- **E-petitions**, as this tag explicitly concerns a digital approach to petitions;
- **Digital inclusion:** although a policy area, digital inclusion is interesting to track as part of “open digital government.” ;
- **Automated decision-making** (also part of the “Digital governance” area), which would enable commitments related to the development of such systems (see for example the commitments of [Finland](#) and [France](#)) to be tracked as part of open digital;
- **e-Government.**

The “e-Government” tag could undergo two changes:

- **Change of name to “Digital government”,** as e-Government usually refers to the early-years approach of digital government, namely the digitization of procedures.
- **Modification of its definition.** We propose to expand the list of information systems to more explicitly include other technologies used by governments. The definition would then read as: “Use of ICTs including internal and external (e.g. portals, websites, registration/issuance of national ID cards, *mobile applications*, *Internet of Things*, etc.) information systems”. If appropriate, the last sentence of the definition, “They do not always adopt open data principles and practices,” could be rephrased: “They do not always entail an open data component but adopt open digital principles and practices.”

It would encompass two new tags:

- **Open source:** policies, technologies, processes that enable and promote open source software within and for governments.
- **Data strategy:** policies, technologies, processes that leverage data to advance open government reforms, without necessarily concerning open government data. Includes data sharing or high interest data from the private sector.

This tag accounts for commitments that encompass data in a broader way than “open data”. It complements the “Data stewardship and privacy” tag from the “Digital governance” umbrella, but concerns concrete applications rather than frameworks and models related to data stewardship.