



Final Learning Exercise

Ternopil

Section 1. Local Context

The implementation of the Open Government Partnership Local Action Plan within the Ternopil City Territorial Community took place under conditions of significant external challenges related to the full-scale aggression. The political and socio-economic environment was completely altered by the necessity to adapt all municipal services to the martial law, which became the main negative factor impacting the implementation of the commitments. Despite this, the city government demonstrated strong political will to continue the Plan's execution, understanding that openness and digitalization are crucial for the community's resilience.

A positive influence on the Action Plan's implementation, particularly in the field of digitalization, was provided by the high level of digital maturity and the institutional capacity of the Ternopil City Council (specifically, the Department of Digital Transformation and Media Communications). The successful operation of the "e-Ternopil" mobile application, which already had a substantial user base (nearly 150,000 people), served as a ready-made technical platform for integrating new services, such as "Open City" ("Rate a Trip"). This factor allowed for the effective implementation of commitments related to expanding electronic services, even despite resource constraints. Deficiencies related to the necessity of documentary confirmation for certain co-creation procedures were identified during the assessment phase, which provided an important lesson for improving internal reporting protocols.

Section 2. Action Plan Co-creation Process

2.1 Co-creation process review



The co-creation process for the Action Plan in the Ternopil City Community had both significant successes, based on high digital readiness, and weaknesses, primarily related to external circumstances.

Strengths and Weaknesses of the Co-creation

Strengths: The main strength was the active participation of relevant stakeholders and civil society in shaping the content of the commitments. Consultations, held in the format of online meetings and joint document processing, allowed for the effective identification of priority areas, which were later successfully implemented (for example, the development of new digital services in the "e-Ternopil" application). The engagement of the public in the technical agreement on the commitment formulations ensured their high relevance and practicality.

Weaknesses and Challenges: The key challenge was the non-adherence to certain OGP requirements regarding the convening of a formal Forum meeting for the approval of the Action Plan. Although consultations took place, the formal protocol event was not held. Furthermore, during the initial planning phase, there was no awareness of the necessity to maintain photo and video documentation of meetings and consultations as mandatory documentary confirmation of the co-creation process. This complicated subsequent reporting and the confirmation of procedural transparency.

Compliance and Innovative Approaches

The innovative approach consisted of the predominant use of digital tools (online discussions and collaborative work on the document) instead of classic in-person meetings. Although this practice was necessitated by circumstances (especially given subsequent security challenges), it proved effective for the prompt and inclusive collection of proposals from various stakeholders.

Factors that Affected Collaboration

The quality of cooperation between the authorities and the public regarding the content of the commitments was high. However, significant external factors, particularly the start of the full-scale invasion (which occurred shortly after the co-creation phase), shifted the focus of attention. This resulted in formal procedural aspects (such as documentation/recording) being relegated to the background, as the priority became ensuring functionality and the rapid implementation of already agreed-upon ideas.



2.2 Co-creation process recommendations

Based on the analysis of the Action Plan co-creation process in the Ternopil community, particularly considering the challenges related to formalization and external circumstances, the following actionable recommendations are proposed:

- Additional engagement of new stakeholders and ensuring a discussion is held for all participants (representatives of the authorities and the public) at the very beginning of the cycle regarding all subsequent actions.
- Institutionalization of protocoling and documentation: Establishing documentation of meetings. This includes maintaining detailed minutes, attendance lists, and photo/video documentation (even for online sessions, such as participant screenshots and video conference recordings).
- Use of a unified digital platform for proposals: Implementing a single, transparent, and public digital tool for collecting and collaboratively discussing commitment proposals. This will increase the transparency of the decision-making process and ensure the accessibility of information for all interested parties.

Section 3. Action Plan Commitments

3.1 Commitments implementation review

The implementation of the Action Plan in the Ternopil community, despite all external challenges, was marked by a high degree of success in the field of digitalization, which became the main achievement of the cycle. Overall, the Action Plan achieved the desired outcomes, as key commitments (for example, the development of new services in "e-Ternopil") were fulfilled, and their functionality was successfully implemented and is actively used by citizens.

Main Achievements and Challenges

The main positive factor and key opportunity was the use of the existing powerful digital platform - the "e-Ternopil" mobile application. Thanks to the already available large user base (around 150 thousand) and institutional capacity, it was possible to quickly integrate new services.

The main challenge was the significant diversion of resources due to the full-scale invasion. This affected the speed of implementation and led to a focus exclusively on technical execution, which may have caused some neglect of formal reporting procedures and meeting documentation, as noted in previous sections.

The commitments were designed with implementation results in mind. Most commitments had clear, measurable goals focused on the final product (new service, adapted infrastructure). This allowed for their execution to be effectively monitored.



3.2 Commitments recommendations

Based on the analysis of commitment implementation and achievements in the field of digitalization, the following actionable recommendations are proposed to enhance the quality and impact of the future Action Plan:

- **Institutionalization and Expansion of Digital Services:** Transforming successful pilot projects into permanent, mandatory practices (full institutionalization). The next Action Plan must include commitments to expand their functionality and integrate them with other municipal databases to create new proactive services.
- **Establishment of Mandatory Impact Indicators:** When designing new commitments, especially in the field of digitalization, it is essential to establish impact indicators in addition to completion indicators.