OGP Local Implementation Plan

Table of Contents

About this Memo

In May 2019, the OGP Steering Committee unanimously approved the OGP Local Strategy consisting of the following mutually reinforcing strategic pathways to support open local government.

- Supporting **national-local collaboration** on open government through the OGP national dialogue
- Expanding the membership of the **OGP Local Cohort** and resdesigning it to make more scalable
- Developing a stronger **knowledge and learning hub** for supporting open local government and open government in general

The strategy can be found in Annex 1 and the Steering Committee resolution approving the strategy can be found here.

The Support Unit was tasked with commencing the design phase for implementation, with oversight from the Steering Committee Taskforce for Local (consisting of the Governments of Argentina, Canada and South Korea, Robin Hodess, María Baron, and Lucy McTernan) and inputs from the wider OGP community.

This document provides the implementation plan for the Local strategy and provides information on the program design for the OGP Local members cohort.

The Summary of feedback received from consultations and how this has shaped the implementation plan and program design can be found in Annex 2.

Implementation Plan 2020-2022

The OGP Support Unit will develop detailed yearly implementation plans outlining a set of collective deliverables. This will be embedded within OGP's three-year planning process which provides a roadmap for implementation of OGP's mission and vision and brings clarity and focus to how OGP delivers on its strategy. The major activities to be carried out in the next three-year period are summarised in the tables below. This is followed by more detail on the specific activities that will be carried out in 2020.

2020: Initial Implementation Phase

National - Local	Local Cohort	Knowledge & Learning
+ Handbook with examples and approach + Initial guidance on NAPs and MSFs + Virtual peer exchanges	+ Program design + Intake of up to 50 members + Orientation of new members	+ Local website revamp - one-stop access + Pilot online orientation & ongoing learning + Develop and launch mentorship program + Test platforms and apps for learning & community building

2021: Review & Iteration Phase

National - Local	Local Cohort	Knowledge & Learning
+ In-depth case studies and stories + Review effectiveness of guidance + Scope additional support needs	+ Review intake process, frequency and size + Review orientation & onboarding approach + Potential new intake of Locals + First action plans due	+ Improve knowledge & learning offer + Implement improved platform for learning and knowledge sharing + Pilot partnerships with public administration school + Establish learning partnerships

Annual Review under supervision of SC Local Taskforce

2022: Full Implementation Phase

National - Local	Local Cohort	Knowledge & Learning
+ Stronger incentives & value proposition + Regular mining of case studies & stories to feed into knowledge & learning	+ (subject to review), intake of new Locals + Regular mining of case studies & stories to feed into knowledge & learning + Self assessment and lessons harvested + Thematic deep-dive assessments	+ Continuous improvements to the offer and the platform + Self-sustaining communities of practice on open local government

Formal review scope and timeline agreed with the Steering Committee

2020 Activities

In 2020, the focus will be on ensuring that each strategic approach of the Local strategy is operationalized and that OGP Local is well integrated within partnership-wide activities. Specific activities will include:

National-Local

- **April - May:** Publish a handbook on different approaches used by OGP countries in promoting open local government within and beyond OGP processes and plans.
- **June:** Draft and test initial recommendations on inclusion of local commitments in NAPs; codify as guidance for future cycles
- **July - August:** Outreach to national POCs and MSFs to explore engaging applicants for the OGP Local program in the national OGP process.
- **September - December:** Map local jurisdictions participating in national OGP processes and the thematic areas they are working on and connect them to the OGP Local members cohort; Webinar series for peer exchange

Local Cohort

- **April - May:** Codify guidance and develop action plan and monitoring templates. Communications plan for roll out of strategy and launch call for expressions of interest
- **June - July:** Publicize call, shortlist and select new cohort, including consultations with national POCs and MSF members
- **August - September:** Onboard new locals through group-based, virtual orientation and learning program; integrate current Local members with the new cohort.
- **October - December:** Identify thematic clusters amongst Local cohort and Locals participating in national OGP processes and connect the same; Launch e-filing for local action plans, and monitoring reports; Provide ongoing peer learning opportunities

Knowledge & Learning

- **April - May:** Revamp OGP Local website; curate open local government stories; finalize outline and content needs for the orientation and learning program; test applications for connecting the community
- **June - July:** Content development (with partners) and testing of orientation program; develop and identify mentors for the program (aligned to Leaders' Network discussions)
- **August - September:** Roll out of orientation program; launch webinar series for peer exchange on national-local; launch online space for community connections and recruit volunteers for community management
- **October - December:** Design and awards program; ongoing website development; ongoing peer exchange and learning

Cross-cutting activities that will continue throughout 2020 includes building partnerships with other organizations to support implementation and outreach to funders interested specifically in supporting activities at the local level.

Staffing and Budget

Staffing

All teams in the OGP Support Unit will contribute to the implementation of the Local Strategy. A central Local team, consisting of three FTEs in 2020, will be responsible for internal and external coordination of all activities to support implementation. A taskforce with staff drawn from all teams from the Support Unit (Analytics & Insights, Country Support, Communications, Learning & Innovation, Thematic, and Operations) and IRM will be established and overseen by OGP's Senior Leadership Team.

2020 Budget

The 2020 budget for Local is integrated within the overall budget for OGP. The Local strategy is a major priority for OGP and will involve staff time and resources from across all of the Support Unit's teams and the IRM.

The team will have a programmatic budget for specific line items directly associated with Local as shown below. This **does not include costs of OGP-wide activities that will also include support for OGP Local as these are covered elsewhere.** For e.g. OGP's thematic, and other knowledge and learning offers will also cover Locals, and the country support team will provide support to actors pursuing national-local collaboration.

Knowledge, Learning, Communications	**75,000**
Consultancies/small grants to support thematic content development	30,000
Story and case study development, promotional materials	30,000
New OGP Local guide, handbook on national-Local	15,000
Website and Platforms	**70,000**
Refreshing OGP Local website and feature development for supporting improved access	50,000
Other tech requirements (webinar platform, community slack etc)	20,000
Travel Staff and speakers travel for relevant global events.	**52,500**
Total Programmatic Budget Directly Associated with Local	**197,500**

Note 1: The Local strategy is designed to be elastic meaning that activities can be scaled up or down depending on available resources and the potential for attracting further funding, as well as ongoing learning around implementation.

Note 2: A central part of the expansion strategy is forging stronger partnerships to provide support to OGP local participants.

Note 3: Fundraising activities will be planned to secure additional resources for the program from funders that are particularly interested in supporting work at the local level.

Program Design: OGP Local Cohort

As noted in the Steering Committee resolution approving the OGP Local Strategy, expansion of OGP's Local membership will be based on a new program design that allows OGP to scale the program sustainably. This requires new rules of the game, with more flexible requirements and different safeguards to protect OGP values.

Summary of Changes

The new program design includes the following categories of changes. Details are provided in subsequent sections:

- More **flexibility in the calendar and implementation period of action plans** (1-4 years); built in time for strategic planning and learning
- **Simplified co-creation and participation requirements**, greater emphasis on diversity and inclusion
- **E-filing of action plans and revised format** to enable better planning and documentation
- New approach to monitoring, allowing members to **identify their local monitoring mechanism, with IRM verifying the sufficiency of evidence** and undertaking cross-cutting analysis of the progress of the Local program once in 2 years
- **Safeguards** in the form of strengthened role of civil society throughout the process; simplified but stricter rules for maintaining active status; and use of action plans and monitoring reports to surface early warning signs of deteriorating civic space
- **Updated selection criteria,** emphasizing ambition, capacity to deliver, peer-inspiration and support potential. **Two-step selection process** with EOI and full application phase.
- **New group-based, structured learning program** for orientation and onboarding.

Calendars and Timelines

- Upon entry into the program, government and civil society representatives will undergo an orientation program to help them understand rules and requirements, get familiar with good practices and innovations in open local government, and undertake a strategic planning process to identify how they will use the OGP action plan process to deliver on strategic, longer-term open government goals before commencing public consultation activities.
- Action plans can be submitted either by June 30 or December 31 in any calendar year. After the initial orientation period, each Local member will confirm their preferred submission date and the length of the implementation period (Locals can choose between 1-4 years for implementing their action plans).

- A period for reflection and learning of up to 3 months will be built into the action plan cycle. I.e. Local members will have up 3 months between the end of one implementation cycle and commencing consultations for co-creating the next.
- Additionally, members, in consultation with civil society will also need to inform the OGP Support Unit on their chosen local accountability mechanism for monitoring (see subsection on monitoring below).
- Regardless of the duration of the action plan, all members will monitor progress at the midpoint and end of their action plan.

Co-creation and Participation

- Co-creation will be mandatory but locals will be able to determine whether they will establish a specific multistakeholder forum for OGP or whether they will use existing spaces for multistakeholder dialogue in their contexts. Regardless of the space chosen, Local members will need to inform the OGP Support Unit on the details of the same. Locals will be encouraged to ensure that these spaces are diverse and inclusive.
- Particular emphasis will be placed for members to seek opportunities for direct citizen engagement and inclusion of marginalized groups, in addition to collaboration with civil society and other partners.
- Part of the orientation and ongoing learning program will focus on encouraging all locals to adopt advanced practices highlighted in OGP's Co-creation and Participation Standards.

Action Plans

- Action plans are at the core of a local jurisdiction's participation in OGP. They must be the product of a co-creation process in which government and civil society develop ambitious commitments to foster transparency, accountability, and public participation.
- Action plans must be e-filed and submitted to the OGP Support Unit in English (and the administrative language of the local jurisdiction if required locally). The official version of the action plan will be the one published on the OGP website.
- There will be a cap of five commitments per action plan to ensure that action plans are focused and ambitious. If commitments are completed ahead of schedule, members will have the option of adding additional milestones for specific commitments or commencing the process of developing their next action plan earlier than planned but after the conclusion of monitoring and learning and reflection.
- The action plan format will be redesigned to incorporate feedback to make it more intuitive and easier to understand and use.
- All members will be encouraged to invite local legislatures and other local institutions to participate in and contribute to the action plans.

Monitoring and Reporting

- Given the resource implications of applying the current Independent Reporting Mechanism method to the new program, the approach to monitoring will be different going forward. At the time of applications, all Local members will be asked to identify and propose an accountability mechanism that will carry out independent monitoring of their action plans. This mechanism must be endorsed by local civil society.

- The local monitoring mechanism may be a third party, an independent oversight body, a built-in accountability mechanism in their OGP platform or any other identified in their context.

- The monitoring mechanism proposed by locals must include a midpoint and an end of action plan assessment. Monitoring reports will be e-filed. The IRM will not provide qualitative assessments of the co-creation process or commitments, but will comment on whether sufficient evidence is provided for the progress reflected in the monitoring reports. The IRM will provide guidance materials and suggest templates for locals to conduct their monitoring. The monitoring information and the IRM's verification will be published on the OGP website. OGP will enable space on its website where the public can comment on the progress and results of action plans.

- For locals interested in getting peers or international independent researchers to monitor their plans and with access to their own resources can do so. The IRM will facilitate connections to a trained pool of IRM researchers. Note: the OGP Support Unit or IRM will not be responsible for funding such assessments.

- Once every two years, the IRM will produce analysis of the overall performance of the Local program on specific themes or co-creation to provide deeper insights into the performance of the local program.

- To mitigate against open washing, the local monitoring mechanism must invite inputs from both government and non-government actors. The focus of the monitoring exercise will go beyond assessing the completion of activities and outputs to also elicit more meaningful responses about the changes and results enabled by the reforms and the co-creation process. It may also look at the reasons for lack of progress for reforms that have not proceeded as planned and describe a way forward.

- In addition to e-filing monitoring reports, Locals will be encouraged to provide regular public updates on the progress of their Action Plan through local online repositories or other methods suitable to each local context.

Acting Contrary to Process and Safeguards

The status of Local members participation will be downgraded from active, if it fails to:

- Meet the deadlines for submitting action plans and monitoring reports
- Show evidence of co-creation
- Show evidence of commencement of implementation during the action plan period

Active status can be regained immediately upon meeting requirements. Processes that come to a temporary stall due to political transitions or *force majeure* events will be categorised as such.

The program design has built in several safeguards against minimizing the risk of open washing. These include:

- A higher-bar for entry into the program, ensuring that there are no major concerns around civic space through consultations with national civil society actors and governments
- Joint applications by government and civil society to the program, ensuring that there is space and willingness for collaboration
- Explicit role of civil society in the monitoring of action plans
- Action plans to include sections on enabling environment for civil society and measures.
- Monitoring to include any changes to enabling environment for civil society participation to identify remedial measures that can be recommended to governments and civil society
- Simpler rules for downgrading the status of Locals: active status removed upon failure to submit action plans and monitoring reports on time (accompanied by immediate restoration of status when minimum requirements are met)

Despite these measures, if egregious civic space violations are reported by local civil society, concerns may be raised in a letter to the OGP Steering Committee. The course of action will be determined on a case-by-case basis.

Selection of Local Members

Eligibility: Local jursidictions from countries that are participating in OGP at the time of applications will be eligible to apply. There will be no population threshold for applications given that thresholds hold implications that differ significantly based on size of country. Similarly, there will be no restrictions on applications from countries that already have a local jurisdiction participating in OGP.

Application process and selection: There will be a two-step application process.

The first will be an expression of interest filed jointly by government and a non-government counterpart or counterparts, indicating reasons for interest in the program, track record, capacity and resources available for implementation, what they would like to get out of participation in OGP, and term limit of the current administration. A selection committee including members of the Steering Committee, and government and civil society representatives from current Locals will shortlist jurisdictions that will be invited to submit full applications, after an initial screening by the Support Unit to assess eligibility. National POCs and CSOs will be contacted at this stage to determine if any of candidacies might pose reputational risk for OGP. This will be taken into account by the Selection Committee during the shortlisting process.

The full application will include a letter from the Head of the Local Government (or level equivalent to Ministerial level) supporting the application, committing to meeting OGP values and support participation of their jurisdiction in the local program; thematic policy areas they wish to advance through their participation; details of how they could help spread the practice of open

local government amongst other locals in their jurisdictions; thematic policy areas where they can contribute good practices and lessons learned for other members of the cohort.

The selection committee will decide on the final list of Local members to be admitted into the program based on the application materials. In case there are multiple shortlisted applications from the same country, the views of the national POC and CSOs will be sought on which Locals (can be multiple locals) might have the maximum potential to have a demonstration and inspiration effect on their peers. Where feasible, consortium approaches will be recommended (for e.g. if there are entities within the same region or province that apply, their applications could be combined into a single one.)

Selection Criteria: The required criteria will include:

- Commitment of political leader(s) as evidenced in the supporting letter from the Head of Government, and commitment of civil society leader. [**Full application stage**]
- Track record on open government or co-creation with civil society (at least one open government reform or successful example of co-creation in the past 3 years). This could include track record from participation in national open government initiatives. **[EOI and full application stage]**
- At least 18 months left in the term of the current administration to ensure they can participate and conclude the action plan process without interruptions. **[EOI stage]**
- Ambition of future directions of open government action identified in the application (relative to the starting point or maturity of the agenda in the applicant's context) and their alignment with OGP's strategic and thematic priorities,especially as it relates to engagement of citizens in shaping and overseeing policies and services. [**EOI and full application stage**].
- Capacity and resources for co-creation and implementation, including Identified staff in government and identified civil society/non government counterpart. [**EOI and full application stage**]

If there is significantly more interest in the program, than spaces available, the following will also be considered:

- Clarity on available mechanisms for co-creation and monitoring **[Full application stage]**
- Clarity of value proposition or benefit for the Local in joining OGP [**EOI and full application stage**]
- Willingness to participate in peer learning and sharing experiences, both within the cohort and with other Locals in their respective countries, and thematic fit with other potential Cohort members [**Full application stage**]

EOIs and Applications will be scored on a high-medium-low-unclear scale (3 points for high, 2 for medium, 1 for low, 0 for unclear). A minimum score of 75% (similar to threshold for nationals) could be set as minimum threshold for selection.

Note: EOI and applications forms will be designed to elicit specific responses to these criteria rather than asking for a letter of intent describing how Locals meet criteria which may or may not end up touching upon on all of the above aspects.

Cohort size and diversity considerations: The size for the first cohort will be set at up to 50. Cohort diversity considerations will include balancing: regions, urban-non-urban mix, size and type of local government, level of economic development. In selecting each cohort, cohort fit will also be assessed in terms of common thematic interest areas and scope for peer learning and support, or potential for innovation. There will be a 10-15% margin for acceptance if only a few candidates who meet the threshold criteria lose out due to cohort balancing considerations. Similarly if there aren't strong applications, a smaller intake will be considered.

Transparency of the process - all EOIs and applications will be made available online, and OGP will communicate how the final cohort was selected at the conclusion of the process and publish assessments (done in a manner sensitive to unsuccessful candidates

Engagement of unsuccessful candidates: All unsuccessful candidates will be explicitly invited to participate in the knowledge and learning activities of OGP Local. They will be specifically asked about learning modules they are interested in contributing to, and those they are interested in learning from. The OGP Support Unit will also initiate conversations with national POCs and CSOs on exploring how interested Locals might be engaged in the national OGP process.

Note: After the first intake cycle, the OGP Support Unit will review the model to see what changes might be needed based on the first experience before determining the timeline for the next intake. If it is found that the peer-peer model and the learning program can be scaled and self sustaining, future intakes could be bigger. Alternatively, if these are not found to be effective, then the program design will be reviewed.

Support Offer for Local Members

The one-to-one support provided by or brokered by the Support Unit will be replaced by the following services provided by the Support Unit, in collaboration with partners:

- An online structured orientation and ongoing learning program, with specific modules for government, civil society and intermediaries or trainers who can help deliver similar support offline. Content will be tailored based on the needs of the different stakeholder groups.
- A formal mentorship program, inviting members of the current Local program and other local open government experts to serve as mentors.
- Thematic and issue-based learning circles.
- Easier access to information on assistance available through peers, practitioners and partners.
- Featuring open government achievements through OGP's communication channels and incentive programs like awards.
- Knowledge products on open local government (crowdsourced also from the community).
- "Office Hours" with the Support Unit.

Note that access to knowledge resources, networks and peer exchange opportunities will also be available to reformers working to support open local government outside the OGP Local cohort.

Annex 1: OGP LOCAL STRATEGY

APPROVED BY THE STEERING COMMITTEE IN MAY 2019

Open Government Partnership

Table of Contents

Background

In May 2019, the OGP Steering Committee unanimously endorsed the OGP Local Strategy to support the collective efforts of national and local governments and civil society in promoting open local government. From May 2019 onwards, the Support Unit, guided by the OGP Local Taskforce of the Steering Committee, and in consultation with the wider OGP community, has been working on the design of the new strategy with the aim of commencing implementation in 2020.

This document:

- Provides a summary of the history of OGP Local and the value proposition for a continued emphasis on open local government for OGP
- Introduces the local strategy approved in May 2019, including the vision underpinning it and key shifts from the previous approach. Note that the details of the strategy have been further fleshed out during
- Highlights the role of different OGP actors in supporting implementation of the strategy

Note: 'Local' in the OGP context is used to describe all sub-national tiers of government and not just the lowest tier of administration in a given state. OGP's Local strategy therefore informs OGP's engagement with states, provinces, devolved nations, cities, towns, municipalities and other tiers of administration.

Brief History of OGP Local

OGP launched its Local Program in 2016, as an initial pilot of local jurisdictions co-creating and implementing action plans similar to those of national OGP members.Fifteen "pioneer" local members were selected through a competitive entry process, signed onto the Open Government Subnational Declaration, and developed action plans that were implemented in 2017. The program was expanded to include five additional members in 2018, also selected through competitive entry.[1] In addition to the "pioneers" tier, it was envisaged that the pilot would include a "leaders" tier – a larger network of open government leaders at the local level were further encouraged to engage in peer learning and foster closer involvement with national action plans in their respective countries. This leader tier largely did not materialize in any formal way for a host of reasons, including lack of clear design, and mandate from the OGP Steering Committee, and limited bandwidth at the time on the part of the OGP Support Unit.

Efforts to use OGP to promote open government at the local level have existed since the very early days of OGP. Since 2011, 373, or approximately 10% of all commitments made in OGP National Action Plans relate to open local government. These commitments have been made in over 60 countries. These include local government-owned commitments and commitments that integrate local governments into broader national government strategies, an growing OGP trend.

In 2019 OGP began to explore how its efforts to promote open local government could be scaled, particularly by promoting synergies between OGP's efforts on open local government through national OGP processes and the OGP Local program.

What Have We Learned So Far

Local commitments in both the official OGP Local Action Plans and in the National Action Plans have shown some positive results.

Snapshot in Numbers

Commitment Performance	Ambition	Completion	Early Results
Commitments in Local Action Plans	73%	67%	26%
Local-relevant commitments in National Action Plans	52%	72%	22%
Global average (all national and local commitments combined)	53%	66%	19%

Data as on 4 February 2020

[1] The following local entities joined the OGP Local Program between 2016-2018: 1) Austin, United States; 2) Basque Country, Spain; 3) Bojonegoro, Indonesia; 4) Buenos Aires, Argentina; 5) Elgeyo Marakwet, Kenya; 6) Iași, Romania; 7) Jalisco, Mexico; 8) Kaduna State, Nigeria; 9) Kigoma-Ujiji, Tanzania; 10) La Libertad, Peru; 11) Madrid, Spain; 12) Nariño, Colombia; 13) Ontario, Canada; 14) Paris, France; 15) São Paulo, Brazil; 16) Scotland, United Kingdom; 17) Sekondi-Takoradi, Ghana; 18) Seoul, South Korea; 19) South Cotabato, Philippines; 20) Tbilisi, Georgia

Data from OGP's Independent Reporting Mechanism shows that Local members have shown relatively high levels of ambition in their Action Plans. Ambition of local-relevant commitments in national action plans has been at par with the global average. Commitments in local action plans have had completion rates that are at par with the global average, while local-relevant commitments included in National Action plans have seen marginally higher completion rates. On early results i.e. commitments considered to have major or outstanding effect in opening government, commitments in Local action plans and local relevant commitments in National Action Plans perform better than the global average, although there is still room for significant growth here.

OGP Local members have tended to have relatively strong engagement around their co-creation process with 64% having a multistakeholder forum, 68% reaching 'involve' or high levels on the IAP2 spectrum for public participation during action plan development, and 64% during action plan implementation.

Commitment Highlights:

- In **Buenos Aires,** access to sexual and reproductive health services is guaranteed for all residents by law, yet a stark gap remains in the quality and availability of those services. The disparity in access and education has resulted in a rise of HIV diagnosis among youth outside the city center who must travel downtown to seek care. To reduce obstacles and inconsistencies in sexual and reproductive health services, **Buenos Aires partnered with the Huésped Foundation to create DÓNDE, a digital platform that shares information on the availability of sexual and reproductive health services throughout the city.** DÓNDE enables vulnerable citizens to access georeferenced information on condom delivery points, family planning information, HIV testing, vaccinations and infectious disease centers**. Now, citizens can better locate centers, rate their experience and lodge complaints on clinics performing poorly or violating women's rights.**
- Beginning in the 1920s, minority residents in **Austin** were isolated and forced to live in neighborhoods communities challenged by persistent poverty, a lack of economic mobility, poor access to services, and increased infant and maternal mortality rates. **In an effort to tackle its legacy of segregation, Austin formed the Equity Action Team (EAT) – a collaboration of 25 city departments and 43 civil society organizations – to discuss, develop and test a new equity assessment tool designed to incorporate citizen feedback.** The tool allows the government and public to measure the expected benefits of city initiatives on traditionally disadvantaged communities. Through the EAT, citizens have a larger voice in the services that impact them and city departments have important new information to inform its policy decisions.
- Nigeria's **Kaduna State** needs better roads, schools, and hospitals. An estimated $95 billion is needed to build new infrastructure. By the government's own admission, however, it has over-spent and under-delivered on infrastructure projects, which are notoriously vulnerable to corruption. To address this, the Kaduna government launched the "Eyes and Ears" project, enlisting citizens to monitor government infrastructure projects**.** "Eyes and Ears" calls on citizens to monitor government projects. Progress and problems in building infrastructure can be reported through several platforms: a smartphone app allowing photos of sites to be uploaded, text messaging, phone hotlines, and via Twitter. The information collected is organized and given to the relevant authorities for further action. A database has been established to blacklist contractors who aren't getting the job done. Early results have been impressive. **According to the government, money is flowing to projects more quickly, the quality of work has improved, and citizen participation has shot up.**

- In **Bojonegoro,** a region in Indonesia's East Java province, a women-led community movement gathers valuable information about the conditions and concerns of their neighborhood to help civil servants make better policy decisions and improve services across the region's 430 villages. **The new digital system has recently replaced the paper-based process for managing the information, allowing the women to collect a wider range of better quality data, and allowing the government to gain a more comprehensive understanding of what's happening in the region.** For every group of ten households, a trained female volunteer talks to neighbors and enters the information into an app. Designed by civil society, the app is connected to a database that can be accessed via a visual online dashboard. The dashboard highlights various insights about Bojonegoro's population, such as areas in need of more schools, exposure to disaster risks, and health statistics such as the adoption of birth control methods.

- Across **Paraguay**, development councils bring together local authorities from different sectors with neighborhood groups and local businesses. They serve as consensus bodies, convening public hearings, monitoring projects, and creating participatory development plans that outline what resources the municipality has and how the community believes they should be used. They work to improve public services, reduce corruption, ensure efficient management of public resources, and increase corporate responsibility. The councils not only help ensure public projects meet the needs of the population, but also build trust between citizens and the government. In the last three years, as part of a commitment included in Paraguay's OGP national action plan some **232 municipal councils have been registered across the country — more than four times the number that the government originally planned to create**. Another fifteen councils have been established at the departmental (or provincial) level. The councils are helping decentralize government, ensuring more participatory decision-making in local development planning, and encouraging public sector responsiveness and accountability

- The United Kingdom has involved its devolved nations in its national OGP process. **Wales** made a commitment in the UK National Action Plan to measure progress towards the achievement of the seven well-being goals for Wales set out in the Well-being of Future Generations (Wales) Act 2015, and report on them annually. The commitment has increased access to information by making more data available in an easier to use and accessible way, on the actions of government (and other) bodies across a range of subjects, with data on health, language and employment all published, for the first time, in one place and presented in an easy to interpret format, with links to sources and further explanation. The indicators and goals were developed after an extensive national conversation with civil society and other bodies**.** The implementation of the law has led to experiments with online toolkits, **'Shape my town', built to assist local community groups, and this has helped local groups get involved in urban development and planning projects** in various Welsh towns, as well as Welsh National Parks.

Beyond the commitments, members have highlighted several other benefits they have seen from their participation in OGP.[2] Some examples include:

- **Elgeyo-Marakwet County in Kenya**, which receives amongst the lowest proportion of national budget allocation, **has been able to attract more resources for implementation of reforms since its participation in OGP**, and serves as a model for citizen participation for neighbouring counties. Additionally, over time it is helping to slowly build trust in civil society - government relations, which had previously been largely adversarial.

- In **Cordoba** which is involved in the Argentine national OGP process, public officials have noted that OGP has provided a platform to enable better coordination between the government's political priorities and citizens' priorities, enabling improved access to senior decision-makers in government**.** The positive experience with the OGP approach has helped create an **appetite in the government to seek avenues of collaboration beyond open government between different stakeholders.**

- In **São Paolo, Brazil** civil society actors note that OGP has provided an umbrella platform for civil society to organize and coordinate collective advocacy and action, especially in the face of political transitions. It has also **enabled a broader group of civil society to understand how governments work,** including grassroots organizations that are traditionally left out of decision-making processes.

- **Scotland's** participation in OGP has **contributed towards ongoing efforts to mainstream open government and collaboration with civil society across the whole of government**, with a focus on collectively driving the importance of open government in achieving Scotland's Sustainable Development Goals. It has served as an impetus for their engagement with the Global Initiative for Fiscal transparency in improving fiscal openness.

- In **South Cotabato, in the Philippines**, which has had a long tradition of government and civil society working together, **the co-creation process and exposure to international good practice is helping the government realize that despite their record of leadership in this agenda, more needs to be done** for the government to respond to *all* its citizens and avoid complacency.

- **Tbilisi, Georgia's** participation in the OGP Local Program has provided the basis for the **Tbilisi City Hall and national government to work collaboratively in encouraging more local governments and civil society to participate in Georgia's National Action Plan process** and take initial steps towards increased openness.

At the same time, stakeholders working on promoting open local government both through the OGP Local and through the national processes have emphasized the following areas of improvement to OGP's approach.[3]

---

[2] The examples below are non exhaustive and anecdotal. They are based on inputs from government and civil society participants who attended the OGP Local Design Workshop in Brussels, Belgium in October 2019.

[3] Based on inputs received through consultations during the strategy development phase, the design survey that was run between July to September 2019 and discussions during the OGP Local Design Workshop held in Brussels in October 2019.

- Simplifying OGP's process requirements and ensuring that the co-creation and participation requirements account for differences between local and national contexts and capacities.
- Better guidance and dissemination of tools and approaches for promoting open government at the local level, with an emphasis on citizen engagement, public service delivery, delivering for traditionally marginalized groups, linking to agendas for localizing the Sustainable Development Goals.
- Stronger emphasis on onboarding and accessible ongoing learning support geared towards practical problem solving for both government and civil society stakeholders.
- Plain language, easy-to-understand materials and communication from OGP, and a focus on practical knowledge sharing and learning around how meaningful open government reforms come about.

There is a gap between commitments with transformative potential, and those that had major or outstanding effect in opening government. While there has been no deep dive study on the causes of this gap at the local level, anecdotal evidence suggests that fluctuating political commitment and leadership, leadership transitions, inadequate financial resources, limited technical capacity, narrow interpretations of open government, weak coalitions for open government, and ensuring the long-term sustainability of reforms posed limitations to the progress of OGP at the local level.

A number of members had not fully anticipated the resources that would be required to make their participation in OGP meaningful. And while the overall ambition of commitments in the Local Action Plans have been high, less than five local members have made commitments on increasing public accountability, only seven of 20 are using their action plans to work on gender issues, four of 20 on issues related to access to justice. There is room for significant improvement in these areas going forward, including more encouragement and support to Local members to adopt and deliver ambitious commitments.

Why Local? Why OGP?

This section outlines the rationale for OGP to make a concerted effort on promoting open local government and the value proposition of OGP for local reformers.

Why is Local Vital for OGP?

Opening up local governments is an integral part of ensuring that OGP's original vision and the goals set out in the 2016 Strategic Refresh and subsequent Implementation Plans can be realized. This will take work by all parts of an expanded partnership – leadership and innovation by new OGP Local members, creativity and commitment by national governments and civil society, and new approaches to peer learning and support for the OGP Support Unit. Sustained, collective work to promote, enable and learn from local open government will benefit the partnership in a number of ways:

Supporting OGP's vision for improving inclusive, citizen-centred governance and public service delivery: Citizens interface more directly with their government at the local level. Local governments are often the first (and frequently the only) point of direct engagement between

citizens and governments. It is at the local level where many crucial public services are delivered, in most countries, particularly in decentralized, devolved or federalized systems; giving citizens a voice in shaping and monitoring public services can contribute to improving outcomes as various studies have found. Given that the local level is where citizens and government more naturally meet, connecting citizens 'lived realities' with open government principles - especially around participation and inclusion of those traditionally left behind- can be more easily realized. By expanding the reach of open government initiatives to more citizens and connecting it to issues they most deeply care about, champions of open government can tap into broader public support for the agenda.

Enabling open government innovations and approaches to spread horizontally and vertically: Pioneering efforts around open government have often emerged from the local level (e.g. participatory budgeting in Porto Allegre, Brazil; open data at the provincial level in Canada, social audits in the Indian states). OGP can offer a powerful platform for incubating and supporting these open government innovations at the local level, which can then be adapted by others, including at the national level, both in the countries in which these innovations originate and beyond. For example: Madrid, Spain's DecideMadrid Platform is now being adopted nationwide by local governments within Spain, and internationally by OGP governments such as Uruguay. OGP can also provide a platform for supporting the localizing and/or harmonizing of national open government initiatives to deepen and expand their scope and reach. For example, The Philippines, Nigeria, and Croatia are using the OGP process and platform for localizing national initiatives on access to information, fiscal openness and e-consultations.

Localizing emerging global norms on open government: Local governments and civil society are playing an increasingly important role in localizing global agendas such as the Sustainable Development Goals and the Climate Accord as well as embracing open government norms, such as around open contracting, environmental openness, and governance of extractives industries.

Preserving open government values during challenging times: In contexts where closed government and authoritarianism are on the rise, local governments and civil society can help to preserve and further advance open government efforts when political support wanes nationally, acting as a strategic hedge. Providing a platform for reformers within and outside government in such contexts to connect and learn from peers can help strengthen their resilience, providing a lifeline through which the next generation of national leaders on open government can emerge. Investing in local builds long term open government culture and leadership as individuals move into other levels of government and roles.

What is OGP's Value Proposition for Locals?

OGP can provide a platform to local reformers to amplify and elevate their efforts both nationally and globally.

Multi-stakeholder approaches to tackling local challenges: The challenges that lie before local government are immense and too big and too complex for governments to address on their own. OGP creates and/or strengthens a platform for governments and civil society to come together and identify solutions to challenges, and leverage of civil society and other stakeholders in implementing reforms. For instance, in South Cotabato, to improve the business environment to attract investment, local government, business and civil society have joined together to make

contracts open to level the playing field for business, with civil society playing an important role in monitoring contacts.

OGP has the unique ability to bring together national and local stakeholders for horizontal and vertical collaboration and learning within and across local or country jurisdictions: For example,. in Argentina, local governments and civil society are part of the dialogue to shape the national open government agenda, and the national government and civil society are working on providing training and technical assistance to local government who are only just starting their open government journey. In Nigeria, the national government and Kaduna State are helping encourage other States to embrace initiatives like the Kaduna's open budgeting process and citizen monitoring of public services, and is offering technical support to those willing to do so. Canada is working with provinces, territories, and municipalities to break down barriers to integrated, pan-Canadian open data services through the establishment of common principles, standards, and licensing across all levels of government. OGP's international platform is also providing avenues for spreading innovation across countries. Uruguay and a number of local jurisdictions adopting the DecideMadrid platform, Tbilisi learning from Brazil's participatory budgeting reforms and South Cotabato learning from Croatia's experiences in open legislation amongst other examples.

International visibility, recognition and support: OGP can shine a global spotlight on the work of reformers through its global convenings, and successful reforms through stories, videos and peer exchange opportunities. The spotlight can open avenues for securing additional support for their work. For example, Sekondi-Takoradi in Ghana is receiving support from the OGP Multi Donor Trust Fund (MDTF) for their work on addressing sanitation issues in underserved communities. With the help of the MDTF grant, Sekondi-Takoradi is establishing a registry of households and landlords with no access to toilets, sensitizing media, involving civil society organizations in raising awareness, running behavioural change campaigns and engaging local financial institutions to provide support.

Access to knowledge resources, experiences and expertise: OGP's vast network of practitioners can offer expertise and practical lessons to locals seeking to advance open government reforms in a variety of different policy areas. For example, the Infrastructure Transparency Initiative (COST) is working with Jalisco, Mexico to provide training for civil society, helping them play a more active role in project monitoring and raising levels of accountability within government and procuring entities. Kigoma, Tanzania is implementing a land transparency commitment through a partnership with Cadasta, and exchanges ideas with Bojonergo, Indonesia. Tbilisi, Georgia received technology and data support via The Engine Room to provide technical capacity building to the Municipal Development Services Agency to produce portals as outlined by their commitments.

Build and strengthen coalitions for reform: OGP helps forge coalitions to advance reforms connecting those well versed with open government approaches to those who are less familiar. For example, The Scottish Council for Voluntary Organisations (SCVO) in partnership with the Wales Council for Voluntary Organisations (WCVA), Involve, and Northern Ireland Environment Link collaborated on an Open Government Pioneers Project to help people share the tools, techniques and resources required to engage and challenge their governments to inclusively serve them better. The project was formally linked to the UK's participation in OGP, using open government commitments to help people secure progress towards the Sustainable Development Goals (SDGs) to eradicate poverty, tackle inequality and sustain natural resources at home and abroad. Similarly, civil society groups engaged in Indonesia's national OGP processes have

worked with groups of villagers in a number of villages and trained them on facilitation, participatory planning and budget literacy, access to information and social auditing. Such coalitions can also be forged across multiple jurisdictions as is the objective of the Local Open Contracting Initiative led by Hivos and funded through the OGP Trust Fund.

OGP Local Strategy

How We Arrived at this Strategy

In December 2018, the OGP Steering Committee mandated the Support Unit to develop an ambitious new Local strategy that would be inclusive, scalable, sustainable and recognize different approaches to promoting open local government. A Steering Committee Local Task Force consisting of the Governance and Leadership Sub-Committee and Lucy McTernan was formed in February 2019 to guide and oversee the process for developing OGP's new Local strategy which supported by external researcher and strategist, May Miller-Dawkins.

The process focused on better understanding a) the conditions under which effective open, local government emerges and produces outcomes for people, b) the different approaches that national governments, civil society and international networks have taken to enable and support local efforts and their effects, and c) the relevant lessons for OGP from equivalent international initiatives that work with provincial/state, municipal and city based governments and civil society such as C40, UCLG, LOGIN, 100RC, and movements like open contracting and participatory budgeting. To build this understanding, over 91 individuals from 27 countries were interviewed during the strategy development phase.

After the unanimous endorsement of the new strategy by the OGP Steering Committee at the Global Summit in Ottawa in May 2019, a design phase commenced to determine the principles and approach, guidance and requirements and service offerings to support the implementation of the new strategy.

A number of consultations have informed this design phase, including:

- Interviews conducted between February - April 2019 with over 90 stakeholders.
- A series of 5 webinars hosted in August 2019
- A survey of the OGP community with approximately 120 respondents which ran between July - September 2019
- An in-person design workshop held in Brussels, Belgium in October 2019 convening government and civil society representatives working on OGP at both national and local levels.
- A series of consultations with the OGP Steering Committee Local Task Force.

The design and implementation plan has taken into consideration the following:

- The areas of interest, concern or feedback emerging from the aforementioned consultations and the best fit options to address the same discussed with the Steering Committee Local Task Force
- Implications of design choices for protecting core OGP principles and values
- Feasibility of approach at current levels of capacity and resourcing
- The potential to leverage networks and partnerships in implementation

Vision and Approach

The Local strategy is anchored in OGP's broader vision that more governments become sustainably more transparent, more accountable, and more responsive to their own citizens, with the ultimate goal of improving the quality of public policies and services. It aims to broaden and deepen support for open government values and principles, and multiply efforts to reinvigorate democracy by actively promoting meaningful citizen engagement at all levels of governance.

This strategy envisages a comprehensive approach to promoting open local government through OGP, creating different, but mutually reinforcing, pathways for government and civil society reformers to engage with the partnership in pursuing open government innovation at the local level and collaborative action across different levels of governance.

OGP will do this by:

Supporting national-local collaboration on open government through the OGP national dialogue

Recognizing OGP's distinctive ability to convene stakeholders working across and with different levels of government and state institutions, OGP will promote and support the use of the national dialogue process to foster greater national-local collaboration on open government, both through OGP national action plans and initiatives beyond the plans.

The long term vision is to encourage all countries to use the OGP national dialogue to adopt reforms that create a stronger enabling environment for open local government, open up the processes and institutions governing national-local relations, localize open government reforms, ensure strong participation of local stakeholders in setting the national agenda for open government, and support autonomous local government innovations and their horizontal and vertical adaptation.

To enable this, there will be stronger emphasis placed on: a) understanding and disseminating different approaches taken to national-local collaboration and the results of the same, b) providing more support and guidance for better integration local stakeholders and commitments in OGP forums and plans, c) fostering peer learning and exchange between members, d) encouraging collaboration between members of the Local program, and national and local governments and other local institutions and civil society participating in national action plan processes or similar initiatives.

Expanding OGP Local membership and resdesigning it to make more scalable

Recognizing the benefits of local jurisdictions having direct access to an international, competitive entry program to channel political commitment to open government for implementing meaningful reforms, access support and inspiration from a cohort of peers and practitioners from across the globe, and participating in the OGP co-creation process to design and deliver open government reforms through multistakeholder collaboration. OGP will significantly expand opportunities for local jurisdictions from OGP

participating countries to independently affiliate with the Partnership. OGP will promote the engagement of local parliaments, judiciary and other local institutions in the Local Action Plan process.

The long term vision is to support a growing number of local jurisdictions over time in advancing their open government goals by providing a strong platform for action, inspiration, collaboration, and incubation of good practices that can be horizontally and vertically adopted by all OGP members.

The program will be redesigned based on lessons learned to date, by simplifying the rules of the game, adopting a structured, cohort-based approach to onboarding and ongoing support delivered in collaboration with mentors, partners and current Local program participants, modifying the approach to monitoring progress, and modifying the action plan cycle to allow for better planning and learning in order to enable a more strategic approach to open government reforms.

Developing a stronger knowledge and learning hub for supporting open local government and open government in general

Recognizing the need for better data and insights on progress on OGP's thematic or policy areas, guidance, tools and resources on how to co-create and implement ambitious open government reforms, muster evidence for open government reforms and tell better stories of inspiration and innovation, OGP will make a concerted effort to build a much stronger knowledge and learning experience.

OGP's local community will be at the forefront of a partnership-wide vision to make OGP the go-to hub of knowledge, innovation, case studies, and evidence on open government reforms over the next three to five year period. The vision is to build a strong, self sustaining community of practice that stakeholders can use to share and learn experiences and results from implementing open government reforms while reducing dependence on the Support Unit over time. By creating a go-to knowledge, innovation, practical guidance and evidence of open government reforms, OGP can serve as a valuable resource for partners, universities and schools of public administration looking to integrate open government training into the curricula and become a space for sharing innovative approaches for open government training.

To enable this, OGP will use a combination of online and offline tools to create opportunities for local level reformers to share knowledge, access expertise from partners, practitioners and mentors, and obtain orientation and ongoing learning support at a much larger scale than has been possible so far. OGP will work in collaboration with other partners in developing and delivering this knowledge and learning agenda, and will seek to work with intermediaries who can facilitate in-person knowledge and learning exchanges

Key to the success of this strategy will be to ensure that each of these pathways mutually reinforce the others and that regardless of the pathways reformers choose to take to promote open local government, they have access to and can help build a strong OGP community of policy and practice. For example, innovations emerging from the local cohort will be shared with national and local stakeholders promoting open local government through the national OGP

process, and vice versa. Approaches, success stories, and lessons learned from the experiences of government and civil society involved in local, both through the OGP local and national membership, will help to continuously build the knowledge repository and provide new content for peer learning. The overall body of knowledge that emerges from this will also be fed back into the co-creation processes at national and local levels in the form of improved guidance.

Key Shifts from the Previous Approach

The strategy envisages the following key shifts from our previous approach:

Pathway	Previous Approach	Current direction
OGP Local Membership	• Cohort of 20 members • Same rules as national • Customized Support	• Potential to reach at least couple of hundred • Differentiated approach to rules • Cohort-based support and onboarding
National-Local Collaboration on Open Government	• Ad hoc engagement • Limited Support • No guidance	• Recognition and support to national initiatives • Sustained engagement • Development of guidance/ resource materials
Promoting Knowledge Sharing and Learning	• Nascent efforts • No offer for locals outside Local program	• Resource development for nationals & locals • Access to resource materials + networks for all

Implementation

The OGP Support Unit will develop yearly implementation plans outlining a set of collective deliverables for OGP. This will be embedded within OGP's three-year planning process which provides a roadmap for implementation of OGP's mission and vision and brings clarity and focus to how OGP delivers on its strategy. Please see the implementation plan update for more details.

Monitoring, Evaluation and Learning

The ambition and objectives of the OGP Local Strategy will be achieved incrementally, testing different approaches to supporting reformers, and learning and adapting along the way. As with any new strategy, learning, and timely course correction will be key to ensuring sustainability and alignment of OGP's Local program with the partnership's evolving needs, priorities, and resources.

Therefore, there will be quarterly rapid reflections within the Support Unit and an annual review conducted, under the supervision of the OGP Local Task Force of the Steering Committee at the end of year one of implementation of the Strategy to inform implementation in future years. This will include any changes that need to be made to the OGP Local selection process and cohort formation, size and frequency of future intakes, and approach to partnerships to support implementation.

A more formal review of the Strategy will be undertaken at a timeline agreed with the Steering Committee.

Role of OGP Stakeholders in Supporting Implementation of the Strategy

The OGP Support Unit

The OGP Support Unit will be responsible for the overall design, implementation and facilitation of regular reviews of the OGP Local strategy. The Support Unit will:

- Coordinate with the Steering Committee on program design, implementation and reviews.
- Facilitate orientation and onboarding programs and facilitate community connections between reformers working to promote open local government using the OGP platform
- Build partnerships to support the implementation of the strategy.
- Fundraise to ensure adequate resources are available to support scaling efforts to promote open local government.
- The Independent Reporting Mechanism team will provide the methodology and framework for monitoring.
- Lead on research, providing insights from OGP data, and sharing insights on emerging policy issues relevant for local open government.

A local taskforce with staff drawn from all teams within the Support Unit will be established and overseen by OGP's Senior Leadership Team.

Steering Committee

The OGP Local Taskforce established within the Steering Committee will continue to provide oversight and guidance to the OGP Support Unit until the first annual review of implementation is undertaken, after which a determination will be made on the extension of the Taskforce or folding it within an existing sub-committee of the Steering Committee. The Local Task Force consists of the Governments of Argentina, Canada, and South Korea, and Robin Hodess from the B-Team, María Baron from Directorio Legislativo, and Lucy McTernan from the University of York. The broader Steering Committee will also have role as described below:

- Contribute members for selection of future Local members.
- Elevate OGP's positioning as a global platform for open local government.
- Lead by example on supporting open local government through their national OGP dialogues and plans.

- Identify a strong pipeline of potential Local members and encourage them to participate in the program.
- Actively contribute to the knowledge and learning agenda based on their own experiences of promoting open local government.
- Provide oversight on the formal review of the strategy at a timeline agreed with the Support.
- Approve any changes with governance implications for the Partnership (none foreseen until the formal review of the new strategy).

Country Stakeholders (at all levels)

- Use OGP to advance ambitious open local government reforms, particularly in OGP's priority policy themes.
- Lead by example on supporting open local government through their national OGP dialogues and plans.
- Actively work across different levels of government and forge collaborations across stakeholder groups to ensure continuity of the agenda during times of political transitions and crises.
- Actively contribute to the knowledge and learning agenda, share stories of successes and failures, and integrate open government training in domestic training and education programs.
- Contribute mentors, and support efforts to make OGP a thriving hub for open local government.
- Link their work on OGP and open local government to other relevant global platforms (e.g. other city networks, thematic communities of practice, SDGs etc.)

Strategic Partners

- Help identify a strong pipeline of potential Local members and work with OGP country stakeholders and the Support Unit to identify opportunities to promote national-local collaboration.
- Provide technical assistance and/or financial support for designing and implementing reforms.
- Link their work on OGP and open local government to other relevant global platforms (e.g. other city networks, thematic communities of practice, SDGs etc.)
- Help identify strong political champions within potential Local members to deepen political-buy in and sustain the open government reform agenda.

- Help identify complementary fundraising opportunities for Locals members to tap into to advance their reform agenda.
- Lead or contribute to thematic modules in orientation and ongoing learning programs (through webinars or existing learning platforms etc).
- Share resources, toolkits, guidance and other materials from their work to support national and local members in adopting and implementing open local government reforms.
- Lead or participate in thematic learning circles to facilitate practical problem solving and learning.
- Support advocacy; participate in action planning processes; provide technical pr financial support for co-creation, commitment drafting, or implementation; support strategic coordination around implementation of standards; provide research support; and coordinate with the Support Unit on events
- Collaborate with the Support Unit on joint fundraising opportunities, particularly around providing technical support on designing and implementing commitments, and convening peer learning and exchange opportunities
- The OGP Support Unit will closely with partners to ensure complementarity and reduce duplication or replication of efforts on supporting open local government

Annex 2: Summary of Feedback and Responses

After the endorsement of the new strategy by the OGP Steering Committee at the Global Summit in Ottawa in May 2019, a design phase commenced to determine the principles and approach, guidance and requirements and service offerings to support the implementation of the new strategy.

A number of consultations have informed this design phase, including:

- Interviews conducted between February - April 2019 with over 90 stakeholders.
- A series of 5 webinars hosted in August 2019
- A survey of the OGP community with approximately 120 respondents which ran between July - September 2019
- An in-person design workshop held in Brussels, Belgium in October 2019 convening government and civil society representatives working on OGP at both national and local levels.
- A series of consultations with the OGP Steering Committee Local Task Force.

This note summarises the feedback received and the adjustments made that are reflected in the implementation plan. While comments were varied, this note groups them into a few broad categories:

Feedback Area 1: OGP needs to avoid siloing of Locals within the partnership.

- An overarching area of feedback concerned how Local is situated within the broader partnership. Local. OGP Local should be aligned with the partnership's mission and strategic goals, while being respectful of local-specific needs. To do so, It is important to clarify the value proposition of Local for the wider partnership.

- There are opportunities for peer learning and exchange, not just amongst OGP Local members, but also amongst government and civil society actors promoting open local government through national OGP processes.

Responses:

- Some of these inputs have been incorporated into the design of implementation of the strategy. For e.g. In 2020, there will be a mapping of locals participating in national OGP processes and their areas of interest to allow for brokering connections with members of the OGP Local cohort sharing similar interests.

- OGP Local participants will be encouraged to work on OGP's thematic areas of focus, particularly around inclusion, citizen participation in shaping and overseeing public policy, and improving public services. This will be done both at the call for application stage and through the orientation program to be developed for new locals.

- The updated Strategy also articulates both the value proposition of Local to OGP and of OGP to Local jurisdictions.

- A Local Taskforce will be set up within the OGP Support Unit to ensure that Local is integrated across all Support Unit's activities.

Feedback Area 2: OGP should avoid taking a top-down approach to national-local integration, and recognize the need for a flexible and contextualized approach for promoting open local government through the national OGP process.

- OGP should recognize that difference in devolution patterns will mean that no one-size fits all approach can work for all countries. In promoting national-local integration, OGP should not inadvertently restrict Local autonomy.
- OGP should provide better guidance on inclusion of local commitments in National Action Plans (NAPs) and inclusion on local stakeholders in OGP multistakeholder forums.

Responses:

- The national-local component of the strategy has been renamed national-local collaboration on open government from national-local vertical integration to recognize the two-relationship between national and local governments and the need for collaboration in promoting open government.
- OGP will not require countries to follow specific pathways to promote open local government; now\t mandate locals to join national OGP processes. The emphasis will be to simply encourage countries to use the OGP national dialogue to adopt reforms that create a stronger enabling environment for open local government, open up processes and institutions governing national-local relations, localize open government reforms, ensure strong participation of local stakeholders in setting the national agenda for open government, and support autonomous local government innovations and their horizontal and vertical adaptation.
- OGP will first map some of the existing practices around national-local collaboration and their early results, develop initial recommendations on inclusion of commitments in NAPs and inclusion of Local stakeholders in MSFs and test their effectiveness before formalizing any guidance. This has been incorporated in the implementation plan for 2020.

Feedback Area 3: OGP should review the selection criteria and process for the Local Cohort

- A significant number of comments received focused on the selection criteria and process for OGP Local membership. Feedback included the need for OGP to consider both track record and future potential for ambitious reform relative to each applicant's starting point. Most noted the need for OGP to maintain a high bar for the Local program to ensure that it is able to serve as an incubator or accelerator for ambitious open government reforms.
- Several people noted that what differentiates OGP from other platforms is its ability to bring diverse locals together, so it should avoid becoming typecast as a cities-only network. Feedback pointed to the need for diversity in the cohort in terms of geography, size and type of local government, and level of economic development.
- Several people also noted that the population threshold of 250,000 disadvantaged countries that are smaller in size. A few noted that the political capital expended in applying to the program was difficult to maintain upon unsuccessful candidacies and OGP should consider the effects of this.

- Some noted the need for OGP to be creative in accommodating high demand by allowing for consortium applications.
- National POCs and some civil society groups noted the need for better communication between the OGP Support Unit and national stakeholders during the selection and on an ongoing basis.

Responses:

- The revised selection criteria (included in the Program Design section in the Implementation Plan) considers both track record, and future plans, including areas of thematic expertise and interest to ensure alignment with OGP's strategic goals.
- Diversity considerations will be part of the final selection for each intake.
- The population threshold has been dropped. The application process will be two-step, with an Expression of Interest (EOI) stage and a full application stage, with letters from the head of the local government or ministerial equivalent required only in the latter stage. The list of all applicants will be published on the OGP website. Where desirable and feasible, consortium applications will be encouraged. This will include encouraging local governments to also work with their legislative counterparts in the process.
- The revised selection process involves notifying national POCs and CSOs engaged in the MSF about applications from their countries and receiving their inputs on red flags and leadership/inspiration potential of locals where there are multiple applicants. While this will not constitute a veto power, the inputs will be taken into account by the selection committee in making its final section. The OGP Support Unit will also initiate discussions with national POCs and MSFs to explore keeping both successful and unsuccessful candidates engaged in the national OGP process.

Feedback Area 4: OGP needs to offer more flexibility for Local members, while also safeguarding the OGP brand and values and principles.

- A substantial amount of feedback focused on the need for OGP to reassess the requirements of OGP Local members in light of differences in capacity and context compared to national members. Current members noted that OGP's rules can be complicated and hard to explain; that action plan cycles are not aligned to budgetary or political cycles; and that spaces for co-creation can be different at the local level.
- At the same time, there was near unanimous feedback that OGP should not dilute its brand and risk openwashing with changes to how the IRM oversees the performance of members. Several people also noted the need to encourage Local members to pay particular attention to inclusion of underrepresented groups.

Responses:

- The new program design for the OGP Local cohort provides more flexibility on the implementation period and delivery dates for action plans. It also gives Locals the ability to define whether existing spaces for co-creation will be used or if a specific forum for OGP will be established. The action plan cycle also now includes a period of strategic planning before

commencing consultations, and a period of reflection and learning after the end of one action plan and the start of another.

- Several measures have been included to try and mitigate the risk of openwashing. This includes:
    - Strengthened role of civil society in the process - from the application stage, to orientation and onboarding, and local monitoring
    - Simplified but stricter rules for acting contrary to process - if a Local member is found acting contrary to process, their participation status is immediately downgraded from active rather. Members can regain active status immediately upon meeting requirements
    - Assessment of the enabling environment for civil society participation will be included in the applications. Local monitoring reports will also be required to comment on this to detect early warning signs of deterioration so remedial actions may be suggested.
    - While the IRM will no longer be producing detailed qualitative assessments of each commitment and the co-creation process for each member, it will verify the sufficiency of evidence of progress reported in local monitoring reports. Once in two years, the IRM will conduct an assessment of specific themes or aspects of co-creation across all Local members
    - Despite these measures, if egregious civic space violations are reported by local civil society, concerns may be raised in a letter to the OGP Steering Committee. The course of action will be determined on a case-by-case basis.

Feedback Area 4: OGP's work on developing a Knowledge and Learning Hub should be based on partnerships and lessons learned from similar approaches

- While there was unanimous feedback on the need for OGP to strengthen its knowledge and learning offer, most cautioned OGP to not reinvent the wheel on its own or " build a shiny new platform that few people use". The emphasis was on partnerships and the need for OGP to connect reformers to partner resources and networks, rather than attempt to duplicate or centralize everything under the OGP platform.
- Feedback also suggested that the emphasis of learning should be on *practice* rather than *theory,* on *how reforms happen* rather than stories of *what happened.* Additionally, feedback also pointed to the need for content to address different needs of government and civil society in navigating the OGP process.

Responses:

- The implementation plan for building OGP's knowledge and learning hub takes into account the above feedback. The approach will be incremental, at first improving the OGP Local presence on the website, enabling a single point of access to relevant information, contacts and resources.
- OGP's orientation and ongoing learning program will be built in partnership with others. This is included in the 2020 implementation plan

- The learning offer will focus on experience sharing by current Local members, and practitioners who can serve as mentors in specific policy areas or aspects of open government. Specific resources will be developed to meet the different needs of civil society and government. The approach will be incremental, building this work over time.

Feedback Area 5: Adequacy of resources to support implementation

- Several people inquired if OGP had sufficient resources to implement the Strategy or if implementation would see disproportionate resources being invested in Local.

Responses:

- The Local strategy is designed to be elastic meaning that activities can be scaled up or down depending on available resources and the potential for attracting further funding, as well as ongoing learning around implementation.
- A central part of the expansion strategy is forging stronger partnerships to provide support to OGP local participants.
- Fundraising activities will be planned to secure additional resources for the program from funders that are particularly interested in supporting work at the local level.