

REPORT OF ACTIVITY AND SERVICES RENDERED
*for the Sub-national OGP component of the “Creating Open Governance
R&D Unit in UNDP Armenia CO” UNDP project*

**REVIEW OF INTERNATIONAL EXPERIENCE OF SUB-NATIONAL
OPEN GOVERNMENT PARTNERSHIP (OGP LOCAL)**

27 September, 2018

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Introduction

At present, governments of democratic countries pay great attention to the implementation of good governance principles in all aspects of public governance. Introduction of open governance practices ensures the strengthening of democracy, elimination of unlawful and corrupt practices, enhancement of civil society capacities and ensuring informed participation of the public in the public governance. These good governance processes are accelerated thanks to introduction of the latest technologies and development of public service delivery smart and innovative business processes.

Open governance applies not only to the decision-making but also to the implementation of those decisions and continuous improvements based on public feedback. Open governance establishes relationships between state and municipal officials, public agencies, CSOs, citizens at large, and describes how the mentioned groups interact during decision making and its implementation processes.

The main concepts of open governance are: transparency, accountability, public participation, and technology and innovation.

Ensuring transparency in public governance processes contributes to greater accountability, as it enable citizens to scrutinize actions of the government. Open data provision not only makes data accessible to all stakeholders, but also helps to increase the efficiency of limited public resources.

Governments, taking into account legal, administrative and behavioral characteristics of their counties, civil society participation levels, and the needs of the society, design and implement open governance activities in all sectors of public governance. A number of international initiatives provide opportunities to create collaborative platforms where participants present successfully implemented projects, and participating counties are enabled to extend the best practices of good governance actions' geography.

The Open Government Partnership

The Open Government Partnership formally launched in 2011 and since that 79 countries joined OGP. The vision of OGP is that governments become sustainably more transparent, more accountable, and more responsive to their own citizens, with the ultimate goal of improving the quality of governance, as well as the quality of services that citizens receive. To achieve this vision each OGP member country develops an OGP action plan for 2 years with engagement of a diverse group of citizens and civil society organizations, and implements it.

In order to join ODP governments must accomplish a list of steps, namely:

- ✓ Meet the minimum eligibility criteria¹ in key areas of fiscal transparency, access to information, asset disclosures, and citizen engagement;
- ✓ demonstrate commitment of the government by sending a letter of intent to the OGP Co-Chairs;
- ✓ Identify the lead ministry or agency;
- ✓ Develop a National Action Plan in full cooperation with civil society organizations, which presents ambitious commitments to foster transparency, accountability and public participation.

OGP member countries must publish a self-assessment report on progress after 12 months of OGP implementation, and cooperate with the Independent Reporting Mechanism in generating its own report.

Armenia joined OGP in 2011 and now implements its 4th OGP action plan².

A working group³ consisting of members representing stakeholder government agencies and civil society organizations has been established to coordinate the works of implementation of commitments included in the OGP Action Plans of Armenia.

¹ <https://www.opengovpartnership.org/resources/eligibility-criteria>

² http://ogp.am/en/news/item/2018/11/26/4th_AP/

³ <http://ogp.am/en/working-group/>

About OGP Local Program

In 2016 OGP launched the “Subnational Government Pilot Program” which is known as the **OGP Local Program**. The OGP Local program aims to harness the innovation and momentum demonstrated by local governments and civil society partners across the world. OGP is a platform for these governments and civil society to come together to make their governments more open, inclusive and responsive.

The rationale behind this initiative is the fact that many open government innovations and reforms are happening at the local level. Moreover, community reforms have larger the impact on citizens’ everyday lives and therefore it is more important to engage more directly with citizens about delivered public services. It is believed that anticipated results of the OGP Local will be more meaningful.

In order to become an OGP Local participant subnational governments shall meet a list of eligibility criteria. To be eligible to join the program, interested local and regional governments must have a population of at least 250,000 people, and be within a participating OGP country that is not in inactive or suspended status or is subject to stage 1 or stage 2 actions under the Response Policy. The OGP Local also states:

In addition to the minimum eligibility criteria, applicants need to:

- Demonstrate commitment from the political leader of the government entity to advance government reforms embraced in an OGP Action Plan, and fully support the delivery of such commitments as part of the local government’s function.
- Have necessary human resources who can dedicate time to engage in the OGP process, including the development and implementation of commitments in collaboration with civil society.
- Have a demonstrated track record of, or commitment to, open government; for example, through open data, civic engagement, access to information, budget and fiscal transparency, or participatory policy making.
- Express interest in receiving direct, institutional support from OGP to co-create commitments and advance their open government reform efforts.
- Have experience of working positively with local civil society and a commitment to protecting civic space and engaging constructively with citizens outside government.
- Have a willingness to share experience and insights with peers.

The Pilot program consisted of 15 “pioneer” subnational governments who signed onto the Open Government Subnational Declaration⁴ and submitted their first Action Plans in December 2016. 15 original pioneer participants were:

1. Austin, United States
2. Bojonegoro, Indonesia
3. Buenos Aires, Argentina
4. Elgeyo Marakwet, Kenya
5. Jalisco, Mexico
6. Kigoma, Tanzania
7. La Libertad, Peru
8. Madrid, Spain
9. Ontario, Canada
10. Paris, France
11. São Paulo, Brazil
12. Scotland, United Kingdom
13. Sekondi-Takoradi, Ghana
14. Seoul, South Korea
15. Tbilisi, Georgia

Expansion of the OGP Local Program in 2018

A total of 32 applications were received by the OGP Support Unit during the call for Expressions of Interest in 2018. Of the 32 applications received, 29 met the basic eligibility criteria, and were assessed by the Support Unit and by a Selection Committee composed of 6 civil society and government representatives from the OGP Steering Committee, and the OGP Local program. 5 participants were selected to join OGP Local program in 2018:

1. Basque Country, Spain
2. Iași, Romania
3. Kaduna State, Nigeria
4. Nariño, Colombia
5. South Cotabato, Philippines

These participants were selected based on the assessment of criteria outlined in the call for proposals, including the value proposition to join OGP, high level political commitment, the government’s track record in open government reforms and engagement with local civil society. In addition, other factors were considered to ensure a regionally diverse group, with diverse types and size of entities, and different strengths to complement the objectives of the Local program.

⁴ http://www.opengovpartnership.org/sites/default/files/OGP_subnational-declaration_EN.pdf

The OGP Local program also encourages peer learning. OGP will support the launch of a global Community of Practice on Transparency and Local Open Government⁵ within the United Cities and Local Governments (UCLG)⁶ - Global network of local and regional governments and its associations - and led by the Spanish Federation of Municipalities and Provinces (FEMP)⁷.

Already, successful collaboration is taking place among OGP Local participants; six pioneers (Jalisco, Buenos Aires, Paris, Scotland, Tbilisi, and Madrid) meeting regularly to discuss their participatory budgeting progress and Madrid working with Buenos Aires⁸ to commit to participatory budgeting in 2018. The Pioneers meet to discuss implementation successes, exchange ideas for solutions to implementation challenges.

Pre-application Open Government Activities of the OGP Local's participants and Action Plan Commitments

Paris, France

Paris was one of the first cities that joined OGP local in 2016⁹. Estimated population of Paris is 2.3 million, while its metropolitan area exceeds 10 million.

Paris has defined its “2020 and beyond” strategic framework for a smart and sustainable Paris. This strategy includes an ambition for open governance and citizens’ involvement.

To ensure the creation of new public services and devices devoted to a better city management and an optimized quality of public services, the City is coordinating a community of stakeholders and implementing new services and activities. One of such events was the holding of the security “hackathon” during which start-ups, citizens, NGOs gather to develop new solutions for city security improvements. Citizens and civil servants were invited to take part in a public consultation dedicated to the improvement of access to public services.

To increase **transparency**, the city has released 175 sets of Data (+ 5 million datalines) on its open data platform. Data is mainly used for city’s administrative purposes that is why innovative dataviz and new services are being developed with the objective of empowering all stakeholders and sharing knowledge for a more distributed power to act. Open data are released on many topics: transportation, public spaces, environment, demography, local financial figures etc.

The open data strategy is also aimed at increasing democracy and better knowledge of the municipality. Chief Data Officer is in charge of all data related matters and the extension of the open data initiative, one of his duties is to further data literacy and opening of new datasets.

⁵ The initiative will officially launch in 2018.

⁶ <https://www.uclg.org/en>

⁷ <http://www.femp.es/>

⁸ <http://www.buenosaires.gov.ar/noticias/rodriguez-larreta-se-reunio-con-la-alcaldesa-de-madrid-la-participacion-ciudadana-es>

⁹ Paris Application to the Open Government Partnership
https://www.opengovpartnership.org/sites/default/files/Paris%20Candidacy%20OGP_0.pdf

Paris municipality is trying to solve urban challenges thanks to datascience (example: how to achieve better local mobility). All reports of the city's internal audit office are made public and all political groups can propose topics of investigation.

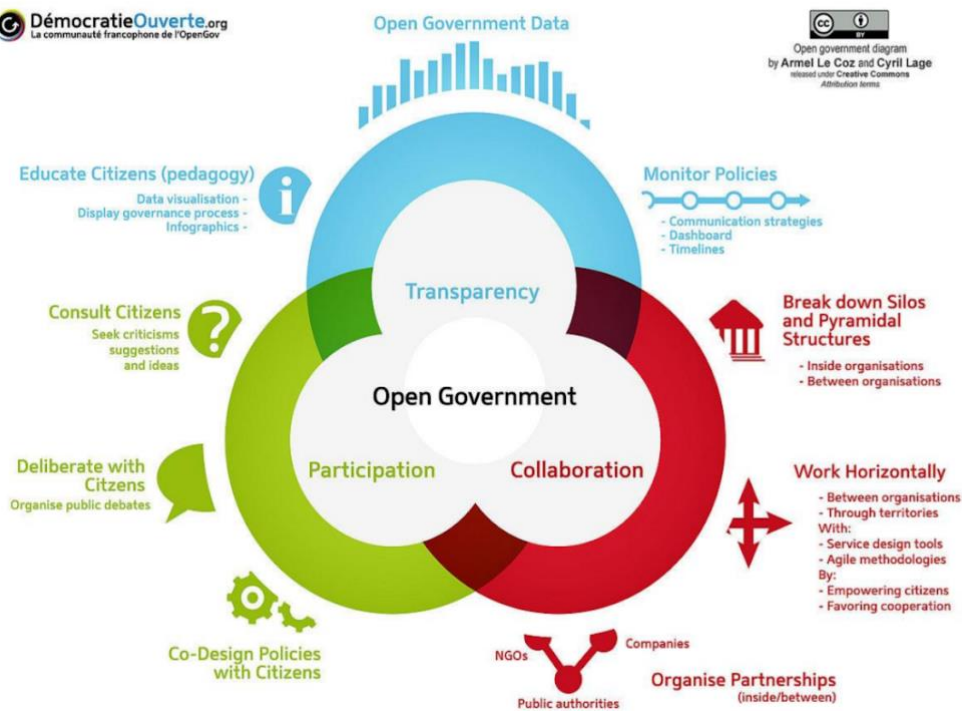
To ensure **better access to public services** the city is offering new tested online services each year. It is given importance that all services are easy to use and customized for people who are not at ease with digital devices. Around 600 city services have obtained the label and administrative forms are being simplified so that they can be understood by everyone.

An extensive map of stakeholders has been designed to encourage **collaboration**, support the participatory processes and the incentives for cross sectorial cooperation are organized inside the City. For example, the municipality decided to include the kids without age restriction, the inhabitants from working-class neighborhood which are often less keen to be part of participatory process and also the non-EU citizens who still can't vote at municipal elections in participatory budgeting.

Participatory processes are emphasized in the open government strategy. The city of Paris includes 122 neighborhood councils, youth council, local council of non-EU citizens in practice of public participation. This also involves public meetings, surveys, open houses, workshops, citizen's advisory committees, participatory projects and gardens and other forms of direct involvement.

Here are several initiatives to increase participatory process:

- ✓ Citizen "kiosque": located on public spaces in different areas of the city, they are managed by citizens and hold association meetings, activities and concerts.
- ✓ The consultation platform Madame la Maire j'ai une idée: dedicated to collecting inputs and ideas related with local policies.
- ✓ The citizen card, allowing free access to local, national and international events related with democracy in Paris, to discover the foundations and daily operations of the City.
- ✓ The popular university of active citizenship, which consists of 90 free training sessions that are opened to all organizations and inhabitants each year.
- ✓ The great night of debates: The mayor of Paris is calling all the citizens to organize and participate in debates of any public area, including cafés, bars, universities.
- ✓ In 2015 the city of Paris launched a website dedicated to the citizens' petition. It is a way to call to mind the members of the Paris' council. If a petition gains more than 5.000 supporters, the petition is added to the agenda of the council of Paris.
- ✓ The mayor of Paris decided to implement a participatory budgeting process allowing inhabitants to decide how to spend half a billion euros until 2020 (approximately 100 million euros of public investment per year). In 2015, 5000 proposals have been submitted and 70 000 inhabitants have chosen 188 projects that are currently being implemented.



Paris submitted its pilot Subnational action Plan¹⁰ in 2016, which includes 5 commitments. 4 commitments refer to participation, and one commitment refers to open data.

1. A More Inclusive Participatory budget

OBJECTIVE:

1. To better understand the role of inhabitants, collectives and working class districts in the participatory budget (submission of proposals, participation in voting, etc.)
2. Strengthen the involvement of working-class districts and priority groups, particularly the most precarious, in the participatory budget.

2. To Give the Parisians Tools to be Committed

OBJECTIVE:

1. Train and inform citizens to rethink and reinforce the spaces of participatory democracy on the Parisian territory. To give all inhabitants access and to build with them the tools of participation so that they can propose and co-construct public policies.
2. To give the inhabitants the possibility to think and suggest a reinforcement of the spaces of representative democracy but also give them the possibility to engage innovative actions on the territory, to exchange and debate.

3. Increasing Community Mobilization in New Datasets Request

¹⁰ https://www.opengovpartnership.org/sites/default/files/Paris_Subnational_Action-Plan20161201_EN.pdf

OBJECTIVE: Allow re-users to obtain the publishing of datasets adapted to their needs in terms of transparency and creation of new services.

4. Increase Mobile and Geolocalized Crowdsourcing with DansMaRue v2

OBJECTIVE: The Version 2 of the tool DansMaRue will offer inhabitants and users the possibility to get involved and participate to positive crowdsourcing on a given subject. For instance, the new location of equipment, works or services.

5. Kick-off of Paris City Innovation Lab.

OBJECTIVE: The goal of this prefiguration is creating an internal innovation. The long term perspective is to equip the city of Paris with its innovation lab dedicated to assist the making of user-centered public policies, like in Mexico, Sao Paulo or Rio.

Madrid, Spain

Madrid joined OGP local in 2016¹¹.

After 26 years with the same governing party in Madrid, a citizens' candidacy formed by members from the civil society and other political parties are leading a project to renovate this city. The main goal of the campaign is to turn Madrid into a city for its inhabitants, where they decide the path the city should follow.

The first step taken in this direction was to create a new government area (there are nine areas in the Government of the City of Madrid) devoted to this subject: the Government Area of Citizens' Participation, Transparency and Open Government. Among the powers this area holds, it's worth highlighting the following: citizens' participation, transparency, e-Government, public attention services, and also the quality control and evaluation of the public services and policies.

In Madrid the following pre-application Open Government activities had been carried out.

Regarding **citizens' participation**, Madrid launched a public participatory process to decide the renovation of the Plaza de España - one of the most emblematic Squares of the City of Madrid— located in one of the areas where urban planning has been traditionally more detached from real citizens' participation and the needs of Madrid inhabitants. In this process all important decisions will be taken directly by the citizens of Madrid and will be binding for the Government.

Regarding **transparency**, all councilors have published their agendas from the beginning of this mandate and also all directives since the 15th of October 2015.

Other implemented activities are also relevant: the adoption of an Ordinance of Transparency, the creation of a Transparency Portal with displays that will make the contents more accessible to the citizens, the implementation of an Open Data Policy, and the creation of a compulsory Lobby Register that, together with the disclosure of agendas, will ensure the transparency of the

¹¹ Madrid Application to the Open Government Partnership
<https://www.opengovpartnership.org/countries/madrid-spain>

public decisions' traceability. All contents and platforms are license-free and all the entire software creation is being done in an open and collaborative way with other cities and institutions from Spain and other countries. The traditional production model is being changed —where each city individually purchases the software platforms— into a collaborative and open model in which cities join forces to develop together a common Platform of Open Government which will allow not only to put in place these new political systems but also to help any other township with fewer resources to implement them at the same level.

In ***citizens' participation***, Madrid was planning the following: to implement participatory budgets and collaborative legislation processes, to establish a citizens' co-government (through this system, the citizens may decide the priority lines of action for the City Council in the medium term), to create processes of sectorial participation (in order to ensure that public participation is mainstreamed in all government areas of the City Council, affecting all the processes carried out) and to implement a strategy on inclusion, neutrality and privacy (for ensuring the inclusion of all citizens in the participatory processes).

In 2015, **Decide Madrid**¹², a platform for public participation in decision making, was launched by Madrid city council. The platform has four main functions: proposals and votes for new local laws; debates; participatory budgeting; and consultations. Citizens can initiate legal proposals, or vote for proposals uploaded on the platform. Proposals which gain support from one per cent of the census population are then put to a binding public vote. After this, the council within one month draws up technical reports on the legality, feasibility and cost of successful proposals, which are published on the platform. Registered users can also open and contribute to debates, vote for or against motions, or provide additional comments.

Madrid submitted its pilot Subnational Action Plan¹³ in 2016, which includes 5 commitments.

1. Creation of a Mandatory Lobby Registry

OBJECTIVE: Ensuring the tracking of public decisions making transparent the actors involved in taking decisions.

The commitment has three milestones: (1) creation of the lobby record; (2) creation of the online system to register natural and legal persons; and (3) a promotion and alerts system. The Transparency Ordinance of the City of Madrid established in its chapter VI (articles 34 and following) the creation of a registry of lobbies. In 2017 the implementation of the digital tool was completed (https://tomadedecisiones.madrid.es/registration_lobbies/index). In the first months, 50 actors registered, including companies, professional consultancy / law firms, associations, business organizations or foundations. The mechanism is simple; it only requires digital identification for those who are in the obligation to register (those who lobby).

The IRM review 2017¹⁴ it is suggested the collaboration of an independent agency or body that manages the system, develops its monitoring and sanctions the breaches of both the private

¹² <https://decide.madrid.es/>

¹³ <https://www.opengovpartnership.org/documents/madrid-spain-action-plan>

sector and the public, in order to guarantee the credibility of the system and increase its legitimacy. It is also suggested to simplify and fully integrate the elements that accompany the registration of lobbies in the traceability of public decisions (including agendas), as well as other aspects such as reports that motivate regulatory proposals or process calendars.

2. Developing a New Transparency Portal for Madrid City Council

OBJECTIVE: Making published information the most accessible possible and the search easy and using formats that make its understanding easier.

3. Development of Participatory Budgeting.

OBJECTIVE: Going deeply into participation and transparency mechanisms of participatory budgeting.

4. Citizen Participation Policy Extension¹⁵.

OBJECTIVE: Creating mechanisms of direct and real citizen participation on a global way, and making them easily transferable to other institutions.

5. Developing Efficient Collaborative Legislation Mechanisms.

OBJECTIVE: Achieving as the common and regular way to focus new regulations to include direct decision of citizens about the main goals and influence on the final texts.

Tbilisi, Georgia

Tbilisi joined OGP local in 2016¹⁶.

The rationale of Tbilisi joining Subnational OGP was to acquire more experience on matters such as open databases by local self-governments, accessibility to information and financial/budgetary transparency, strengthening of civic engagement and participative policies.

The prerequisites to join the Subnational OGP were mentioned in the application as follows:

1. Participative policy and civic engagement

Tbilisi City Forum – Let's Together Take Care of Tbilisi online platform gives opportunity to the citizens to submit their ideas and while conducting the annual budget of the City of Tbilisi, these

¹⁴ https://www.opengovpartnership.org/sites/default/files/Madrid_Final-Report_2017_for-public-comments.pdf

¹⁵ IRM review 2017: "The case of Buenos Aires Elige (<https://baelige.buenosaires.gob.ar/>) or Montevideo Decide (<https://decide.montevideo.gub.uy/>) show the diffusion, among reference capital cities in terms of participation citizen, the capabilities of the Consul platform, above all, in reference to the functionalities that have been configured collaboratively within the space on GitHub. Among them: citizen proposals, debates, voting, collaborative legislation, participatory budgets or more advanced processes such as urban development or broader institutional plans (all the community's advances are available: <https://community.consulproject.org/>). On the other hand, there are still numerous cases in which the implementation of the platform is in progress, there is no direct evidence on active participation in the GitHub community, nor on the use of available resources."

¹⁶ Tbilisi Application to the Open Government Partnership <https://www.opengovpartnership.org/files/tbilisi-mayors-letter-jpg>

ideas and the results of public discussions and surveys are being analyzed and reflected on the budget.

In order to discuss the most important issues for the City, special councils are created bringing together public groups, NGOs. These groups and organizations are also consulted and involved when legal acts, action strategies and specific projects are being elaborated.

As a rule, every week, on one working day, the Mayor of Tbilisi, as well as the members of the Government of Tbilisi hold meetings with the citizens individually and in groups to hear their ideas and demands.

2. Financial and budgetary transparency, access to information and open databases

The municipality procurements are public. The Mayor of Tbilisi annually reports to the public about all work and projects executed during a year, including the administration of the budget.

3. Support for participation, transparency and anticorruption policy based on proper regulations, codes of ethic and technological development

Apart from the regulation of specific code of conduct, one of the key factors to establish participatory, transparent and open databases and accessible information platforms is the usage of adequate technologies which, on one hand, provides the secure databases and on the other hand, makes the information easily accessible.

Tbilisi submitted its pilot Subnational Action Plan¹⁷ in 2016, which includes 5 commitments.

In order to develop and then monitor the implementation process of the OGP subnational pilot program, the Working Group was formed with members, who represent different NGOs as well as “Good Governance Initiative” USAID Georgia, EU Delegation to Georgia, “Georgian SME Association” and other government bodies. <http://ogp.tbilisi.gov.ge/> was launched aimed at raising public awareness about the ongoing processes. Additional meetings were organized with groups of students, youth organizations, parents of kindergarten children, socially vulnerable people, heads of house-owners associations, members of Civic Councils, business community representatives and others.

1. Multi-discipline Mechanism of Open Government and Civic Participation – Information and Civic Activities Portal ‘Smart Map’

OBJECTIVE:

- Increased access to all data available on Smart Map. This information in interactive format will be accessible for Tbilisi residents interested in what is going on in their place of residence. This will create prerequisites for public to participate in governance and make informed decisions;
- There will be created results-orientated and accountable participation system. Tbilisi City Hall will have an obligation to respond to the City’s issues displayed in the portal in a timely manner;

¹⁷ https://www.opengovpartnership.org/sites/default/files/Tbilisi_Action-Plan_2017_Eng.pdf

- System will be created, which will support Tbilisi Municipality to make their decisions through public participation and based on their needs.

Smart map e-portal includes Tbilisi map. It uses and expands Tbilisi interactive map data. In particular, it creates additional 4 covered zones:

1st displays construction status at any stage, connects with Architecture Services data base and includes basic data related to construction;

2nd provides information on (green cover) tree cutting permits;

3rd contains information on large scale infrastructural projects (rehabilitation projects for old streets and buildings, reinforcement and construction of bridges, large scale road infrastructural projects and other territorially or functionally significant amenities large scale projects);

4th includes integrated Tbilisi property map with information related to Tbilisi owned investment sites.

All data is updated permanently according to the law. Tbilisi Governments decisions thematically will be linked with the map.

2. Introduction of Petition System to Tbilisi City Hall, Electronic Petition

Currently there is no direct e-communication tool between the public and the Tbilisi City Hall. Citizens can make petitions to the legislative body of the city, the Tbilisi City Council, only in print form, but not to the Tbilisi City Hall, which constitutes the city's administrative body (including the Mayor's office, municipal departments and the City Council). There is no mechanism or specific legal obligation for the City Hall to respond to citizens' petitions.

OBJECTIVE: Creation of participatory mechanism additionally strengthened with accountability before the public. Electronic format ensures its user-friendliness and effectiveness. Main aim is to enable citizens through electronic format to raise a problem, easily find people with a similar position and involve them in the process. Overall, governance process should be expedited and public-oriented decision-making process and potential of beneficial effect should be increased.

3. Implementation of Participatory Budget Mechanism¹⁸

¹⁸ In 2017 Tbilisi implemented prioritization of budgeting which was not binding. According to Tbilisi 2018-2020 action plan an integrated electronic platform will be created enabling Tbilisi residents to rate in visually presented thematic budget each thematic priority and, thus, easily reconfigure the priorities in different sequences. Citizens will also be able to see sub-topics of each priority and will also have access to information about how the budgets of the previous years were allocated, or which distribution of the priorities was supported by the population, what was the distribution in Tbilisi or separately taken municipalities or districts. The program automatically generates the average weighted outcome from the selected priorities. This outcome will be mandatory at any stage of the drafting and approval of the budget. It will be possible to interactively conduct different types of statistics (budget, year, territories, voting characteristics, etc.). Tbilisi will have a public engagement in planning and forming of the 2020 budget. https://www.opengovpartnership.org/sites/default/files/Tbilisi_Action-Plan_2018-2020.pdf

There is no effective mechanism to ensure citizen participation in the city budget planning process and information presented for public use is not easy to read, which stirred public discussions on the neglect of citizens' interests.

User of the Platform is given 100GEL (to simulate 100 percent of the budget) which he or she needs to allocate according to the thematic priorities and sub-topics presented. The platform will also display information related to budget allocations from previous years. The platform will:

- give access to information on budgetary sub-topics and information on allocations from previous years,
- allow citizens to present proposals on how they would allocate 100 percent of the budget according to the sub-topics presented,
- automatically calculate weighted average results from citizens' selected priorities,
- record and publish a comparison between the citizen budget and the finally approved budget,
- provide functions for citizens to leave comments, organize discussions and direct remarks to the city government.

OBJECTIVE: Budget to be more public-oriented, create electronic and procedural mechanisms to increase public participation in this process, creation of more accountable mechanism for government and public cooperation.

4. Interactive Accessibility to Budget Spending and Introduction of Civic Control Mechanisms

OBJECTIVE: Interactive publication of simplified budget spending forms to ensure government's accountability on the daily bases as opposed to an annual format. Developing interactive mechanisms of accountability, civic participation and control to simplify access to information and to increase public involvement.

5. Introduction of Civic Control and Accessibility Mechanisms for Municipal Services

The Commitment includes two main parts: introduction of civic monitoring mechanism and online service blocks.

OBJECTIVE: To simplify process of providing Tbilisi City Hall services, raise awareness and accessibility, increase accountability, create of interactive participation mechanisms in two direction: 1) to create two types of civic participation mechanisms (civic monitors and service's feedback system) 2) to transfer services of main providers into online platform.

In early assessment of commitments (Tbilisi Preliminary IRM Review 2017¹⁹) it is mentioned that in the past, the city hall used similar platforms with maps to provide information, however these were not widely known to be used. Without a robust awareness-raising strategy and a user-friendly platform, the Smart Map could not be as effective as envisioned. Additionally, regarding

¹⁹ https://www.opengovpartnership.org/sites/default/files/Tbilisi_IRM-preliminary-review_2017_for-public-comment_0.pdf

public accountability, due to specificity issues in the commitment language, there is no guarantee that government feedback would be of good quality.

Regarding Municipal services in 2015, the Tbilisi City Hall created a new city portal, in partnership with the Institute for Development of Freedom of Information (IDFI), to increase access to information through a centralized platform and encourage civic participation (<http://www.tbilisi.gov.ge>). This platform provides information on existing government services and the possibility to participate in polls and assessments of public works. However civil society demands more control. To do so, the City Hall plans to create and authorize 'civic monitoring groups' to undertake some type of monitoring over current services provided by the government (in healthcare, social services, education, sport and youth affairs – specific projects include: homeless shelters, homecare and free of charge canteens for the socially vulnerable). The action plan does not provide an explicit methodology for the monitoring process.

The action plan specifies that the City Hall is to create a web platform and mobile application that integrates all services provided by the different departments of the City Hall. During the implementation of the commitment, the government confirmed that they would use the online system of municipal services (my.tbilisi.gov.ge), which already has information from all City Hall departments, municipal districts in Tbilisi and legal entities within the system. The website would provide a catalog of programs and services and available monitoring groups. Citizens would be able to voluntarily join a group through a registration process for residents and organizations. These groups would have access to privileged information to carry-out their functions of studying and understanding how the programs are being run and prepare relevant conclusions and recommendations to the City Hall. The group participants would fill electronic templates that would be sent directly to the relevant municipal department for their consideration. All reports from the monitoring groups should be periodically analyzed, aggregated and made public, including all information related to responses to citizen requests or concerns.

In 2018 Tbilisi Municipality City Hall launched and implemented the platform "**Your Idea for Tbilisi Mayor**"²⁰. This is the mechanism of online submission of initiatives and ideas that refer to the City Hall activities and important issues for the city by the citizens. After the submission of the idea the site administrator reviews it and checks its compliance with the applicable legislation within 10 calendar days. Then, during the refinement, the idea's owner corrects the discrepancies within 15 calendar days. The idea must collect 2500 votes within 60 calendar days. After collecting the required number of votes, the City Mayor decides to continue to review the idea. If a decision has been made on further consideration of the idea, within 60 calendar days, mayor, with relevant structural units consider the possibility of implementing the idea. The results of the reviews shall be published.

²⁰ idea.tbilisi.gov.ge

Ontario, Canada

Ontario joined OGP local in 2016²¹. Province of Ontario represents 13 million people.

According to application Ontario has a track record of upholding Open Government principles and a strategy in place to become more open, accountable and transparent to society and through the Open Government plan. The main focus is on:

- Engaging a broader range of Ontarians to inform decisions that impact their daily lives;
- Working with businesses and public sector partners to share high-value data and support innovation; and
- Ensuring Ontarians have access to government information and services through interactive digital tools.

Open Government plan and initiatives are presented on <https://www.ontario.ca/page/open-government> Open Government of Ontario website.

In addition to renowned open dialogue, open data, open information commitments Ontario puts a specific emphasis on **Culture Change**. The culture change strategy includes a comprehensive educational initiative to increase the organizational capacity, knowledge and skill sets required to make the Ontario government more open. Training will focus on developing competencies in key areas of Open Government, such as public engagement, data literacy and information and change management. Ontario's government is empowering its employees in the way they interact with the public and civil society to improve decision making, mitigate risks and to stimulate innovation.

²¹ Ontario Application to the Open Government Partnership
<https://www.opengovpartnership.org/sites/default/files/2.%20OGP%20pilot%20program%20application.pdf>

Vision: To become the most open and transparent government in Canada.

Ontario's Open Government Plan at a glance



Open Dialogue

A broader, more diverse range of Ontarians is engaging regularly with the government and informing decisions that impact their daily lives.

Consultations Directory

Provide a one-stop location for Ontarians to connect with public consultations in the province

Public Engagement Framework

Develop and consult on draft framework to set out the guiding principles for engagement

Demo Projects

Work with ministries in a cross-section of demonstration opportunities, such as red tape reduction & a Strategy for a Safer Ontario



Open Data

Businesses, non-profits and BPS partners are working with government to access and use high-value data that supports innovation and fosters economic value.

Internal Data Portal

Create an internal data portal to provide a one-stop hub for ministries to share and access data

Ongoing Dataset Release

Publish priority data sets – encourage ministries to unlock top data sets for posting, based on results on the data inventory, economic impact and value

Open Data Directive

Create and implement an Open Data Directive that outlines principles and requirements for ministries and provincial agencies on releasing open data



Open Information

Ontarians are accessing the information they need and want about their government through interactive digital tools and user-friendly content.

Online Project Tracker

Create an online Open Government Project Tracker that allows the public to follow the province's progress on key projects

Open Info Strategy

Develop and release a plan to make Ontario a national leader on the proactive release of government information

Performance Measures Framework

Develop a performance measurement framework with Key Performance Indicators to track progress on all three streams across government



Learning & Development

Create new learning and development opportunities for staff to build capacity around all three streams of Open Government

Change Management

Develop and implement a Change Management Plan to support the cultural transformation required for Open Government

Comms & Outreach

Develop an integrated communications strategy to support the government's overall approach for the Open Government plan.

²² <https://www.opengovpartnership.org/sites/default/files/2.%20OGP%20pilot%20program%20application.pdf>

Highlights of Ontario's Open Government Policies are:

INVOLVING THE PUBLIC IN DECISION-MAKING

BudgetTalks –Ontario has launched an online consultation tool that allows the public to help shape policies and programs that will be part of Ontario's future. In a year the government received 1,700 submissions, including the idea of replacing traditional lighting with energy-saving LED lights on provincial highway corridors. As a result, the government launched a mast lighting pilot project.

Ontario's **Public Engagement Framework** and online **Consultations Directory**²³ are helping improve the quality of the government's public engagement and involving a more diverse range of Ontarians in the decision-making process. One way the province is using these tools is through collaboration with the public to develop a third-party accessibility certification program.

SHARING DATA FOR PUBLIC USE

Ontario is regularly posting new data sets online, including as much publicly requested data as possible, so that researchers, non-profits, app developers and others can use it to create new and useful applications for Ontarians. Over 1000 datasets are now available on Ontario's **Data Catalogue**, more than 500 data sets are now open and available for public access and use. This includes data on government program budgets and expenditures, traffic volumes on provincial highways, freedom of information statistics and more.

RELEASING INFORMATION THE PUBLIC WANTS

Ontario is proactively releasing more information online²⁴ while making it easier to find, use and understand so the public has the information it needs on government programs, services, operations and activities.

Idea Generation - 23 academic institutions, 95 civil society organizations, 32 not for profit, 42 private sector stakeholders and 44 public sector organizations are involved in idea generation processes. Outreach for this included a news release inviting Ontarians to submit ideas online in four areas: transparency, accountability, public participation, and technology and innovation.

Ontario submitted its pilot Subnational Action Plan²⁵ in 2016, which includes 3 commitments.

1. Strengthen Ontario's Commitment to Making Government Data Open by Default by Adopting the International Open Data Charter.

OBJECTIVE: To maximize the release of, increase access to, and promote greater impact of Ontario's data.

²³ <https://www.ontario.ca/page/consultations-directory>

²⁴ <https://www.ontario.ca/search/data-catalogue> , <https://www.ontario.ca/page/sharing-government-data>

²⁵ https://www.opengovpartnership.org/sites/default/files/Ontario_Subnational_Action-Plan20161201_0.pdf

2. Give Young People More Opportunities to Contribute to the Development of Government Programs And Services by Working in Partnership with Youth to Implement A Digital Engagement Tool

OBJECTIVE: To engage youth on implementing a digital engagement platform that harnesses their collective energy and existing ways of connecting (e.g. social media, mobile-focused, digitally) to contribute to government policy and program development processes on an ongoing basis.

3. Further Embed Open Government Principles in the Day-to-day Work of the Ontario Public Service Through the Development Of a New Guide and Training

OBJECTIVE: To create an Open Government literate Ontario Public Servants with common principles embedded into daily responsibilities that promote accountability, transparency and public participation.

Austin, United States

Austin joined OGP local in 2016²⁶. Austin, Texas represents over 800,000 people.

Austin uses different tools and approaches to increase transparency, accountability, and civic participation: an acting innovative City Council discussion board; a 30-year plan for Austin's future co-created by its people; a change to our election system; and annual hackathons with different groups, Open Austin.

Transparency

City Council Discussion Board: State law requires all discussions involving a majority of council to occur in public meetings, with the exception of the online message board.

<http://austincouncilforum.org/> online board grants full and free access to the public.

Open Government Resources and Open Data: The City maintains an Open Government resources webpage, <http://www.austintexas.gov/page/city-council-open-government>

to provide the public with an assets related to financial transparency, open data, hackathons, open meetings, public information, council financial filings, campaign finance filings, or city Ethics Review Commission activities.

Campaign Finance Filings: Political Reporting, candidates, officeholders and specific-purpose committees are required to file their campaign finance reports with the City Clerk's Office. The database provides public access to all contributions and expenditures reported to the Office of the City Clerk by a candidate, officeholder, or political committee.

<http://www.austintexas.gov/department/campaign-finance-reports>

Citizen Engagement

²⁶ Austin Application to the Open Government Partnership <https://www.opengovpartnership.org/countries/austin-united-states>

Imagine Austin & Code Next: Austinites shape the city's comprehensive plan, Imagine Austin, throughout the public process, including over 18,000 public inputs over two years, where residents describe their ideas for the city's bicentennial in 2039. The ideas are considered in The Downtown Austin Plan²⁷.

Community Engagement Task Force: Community Engagement Task Force is established to engage the community in improving the City's open government tools. A Task Force on Community Engagement was created by the city council resolution²⁸ and was composed of thirteen members drawn from the Austin community. Each council member had one appointment, with the Mayor appointing the balance of the Task Force members. The task force was effective in 2016 now it has been resolved after producing the final report²⁹.

Open Government Symposiums: The City regularly brings together transparency professionals from government, nonprofit organizations, the media, and the private sector for a day-long free community discussion of best practices, challenges, and changes.

<http://www.austintexas.gov/opengov2015>

Accountability

Open Data and Performance: The City of Austin has published over 300 data sets, with 4-6 new datasets on line monthly, and routinely publishes performance reports:

<https://data.austintexas.gov> , <https://www.austintexas.gov/department/city-manager/performance-reports> .

The data sets refer to Transportation, health, neighborhood, public safety, finance performance and other topics: the data varies from financial documents, procurement, issued construction permits, food establishment inspection scores to Austin Animal Center found pets map or map of declared dangerous dogs.

Ethics and Compliance: The Ethics and Compliance Team provide legal advice and ethics training to City employees, boards and commissions, and elected officials.

<https://www.austintexas.gov/department/ethics-and-compliance>

City Auditor: The Office of the City Auditor³⁰ assists the Austin City Council, citizens, and City management in establishing accountability, transparency, and a culture of continuous improvement in City operations and service delivery. It conducts performance audits, complete special projects, and investigates reports of fraud, waste, or abuse. By remaining free of any influences, it is able to provide objective and credible information to the City Council, the citizens, and City management.

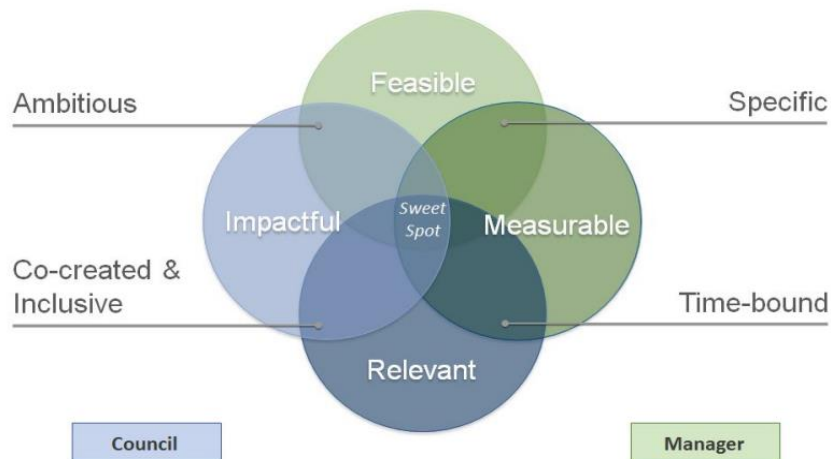
²⁷ <http://www.austintexas.gov/page/downtown-austin-plan>

²⁸ <http://austintexas.gov/edims/document.cfm?id=239503>

²⁹ <http://www.austintexas.gov/edims/document.cfm?id=255683> , <https://www.austintexas.gov/tfce>

³⁰ <https://www.austintexas.gov/department/auditor/about> , https://www.youtube.com/watch?time_continue=150&v=CnS5f2OCgf4

Public Information Request Team: The Law Department includes a team to receive and respond to public requests for city government documents, with a state-mandated turnaround time of ten business days.



Austin submitted its pilot Subnational Action Plan³¹ in 2016, which includes 5 commitments.

The approach to choose commitments was based on understandability, collaboration and progress tracking towards common goals.

1. Ending Homelessness

OBJECTIVE: To co-create a systems map of homelessness for shared reasoning around this complex issue to better inform funding and policy-making.

2. Equity Assessment Tool

OBJECTIVE: This project answers the point from civil society partners, how might an equity assessment tool be developed to guide decisions that enable equitable outcomes throughout Austin.

This commitment addressed historic inequities in the City of Austin’s budgeting and decision-making processes. Communities that have been traditionally shut out of the budgeting and other processes will be given an increased role in city governance. By directly consulting and collaborating with these communities through surveys and equity tool development sessions, the city encourages increased civic participation³².

3. Collaboration & City Departments - Open Governance Operating Board

³¹ https://www.opengovpartnership.org/sites/default/files/Austin_Subnational_ActionPlan20161201_2.pdf

³² 2017 IRM review https://www.opengovpartnership.org/sites/default/files/Austin_Final-Report_2017_Comments-Received. Equity Assessment Tool Pilot Completion report <http://www.austintexas.gov/edims/pio/document.cfm?id=300307>

OBJECTIVE: To adapt the City Manager’s executive Open Government Operating Board to oversee broader open government efforts.

4. City Public Meetings -

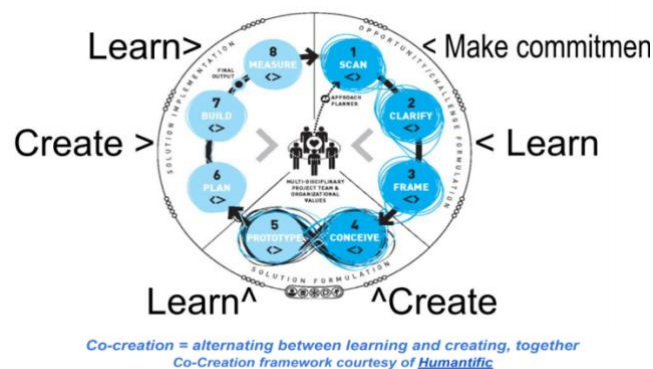
OBJECTIVE: To conduct an open analysis of city public meetings for increased understanding, accessibility, efficiency, and effectiveness.

5. Project Tracking

OBJECTIVE: To create an online resource to track the progress of open government projects.

Grackle was officially launched at the city’s Open Government Showcase in December 2017. The tool was designed by staff from the City of Austin Innovation Office and Communications and Technology Management Department (CTM). <https://grackle.austintexas.io/>³³

Austin develops an evolving project plan for each commitment to ensure sustainable, co-created results.



São Paulo, Brazil

Sao Paulo joined OGP local in 2016³⁴. Sao Paulo has 12 million population.

In 2014 the Open São Paulo Initiative (São Paulo Aberta), the Interdepartmental Committee on Open Government of the City of São Paulo was established. The Open São Paulo Initiative had essential role in the consolidation of the many initiatives undertaken by the various secretariats and agencies of the City of São Paulo in the areas of social participation, transparency, technological innovation and public integrity.

Social participation in the city gained new momentum with the creation of the Open São Paulo Portal (<http://www.capital.sp.gov.br/>).

³³ 2017 IRM Review https://www.opengovpartnership.org/sites/default/files/Austin_Final-Report_2017_Comments-Received.pdf

³⁴ Sao Paulo Application to the Open Government Partnership <https://www.opengovpartnership.org/countries/sao-paulo-brazil>

São Paulo increased the access of citizens in the decision-making process of the municipality with the creation of this digital platform that allows them to contribute in various ways to the life of their community.

Technological innovation in São Paulo is fostered via collaborative laboratories, such as **MobiLab** - Laboratory of Urban Mobility and Open Protocols, an initiative of the Municipal Secretariat of Transportation, and **LabProdam** - Technological Innovation Laboratory of Sao Paulo, articulated by the Open São Paulo Initiative. Laboratories develop free software tools, having a goal of promoting the creation of technological tools, as well as their use by public officials and inhabitants of São Paulo. As an example, an important development in the context of transparency was the creation of the Municipal Comptroller General (CGM), internal control body of the city, which acts in the integrity area (active and passive transparency, social control, ethics and strengthening management), internal affairs, audit and defense of the public service user.

The city has developed training activities with public and private universities and the Government Agent Program - which was object of study by GovLab (NYU). The Government Agent Program offers scholarships to 48 agents, conduct 1200 training activities in open government, in order to enable up to 25 thousand people for the use of participation and transparency tools. The program aims to teach through peer-to-peer learning, where government employees learn from citizens³⁵.

Sao Paulo submitted its pilot Subnational Action Plan³⁶ in 2016, which includes 5 commitments.

- 1. Increase the Power of Intervention of the Municipal Participative Councils in Each Subprefecture (City District), Creating Deliberative Open Sessions to Receive Proposals and Demands From the Citizens.**

Objective: Improving social participation by means of new communication channels between citizens and Participative Councils in order to empower these participatory structures at the Subprefectures.

- 2. Expand the Training Program "Open Government Agents", Becoming a Permanent Education and Citizenship Program, Ensuring Territorial Mobilization and Ramification in Order to Reach the Largest Number People in São Paulo.**

OBJECTIVE: To guarantee the ongoing formative actions on open government through São Paulo Aberta's Open Government Agents Program, optimizing and expanding it throughout the City of São Paulo, in order to reach a higher number of citizens and strengthen this continuous program of education and citizenship, allowing citizens to understand and take ownership of open government subjects.

³⁵ <https://www.oecd.org/gov/innovative-government/embracing-innovation-in-government-sao-paulo.pdf>

³⁶ <https://www.opengovpartnership.org/documents/s-o-paulo-brazil-action-plan>

3. Increase Communication by São Paulo City Hall to Spread Open Government Actions in Newspapers, TV Channel, Buses, Public Municipal Venues, Alternative Media, Dialoguing with the Legislative Branch.

OBJECTIVE: Expand, diversify and ensure continuity in the dissemination of open government initiatives promoted by São Paulo City Hall. Diversify the means of communication used by São Paulo City Hall (newspapers, TV channel, buses, public municipal venues, alternative media) as a strategy to increase and perpetuate outreach capacity of open government initiatives.

4. Create a Network of Civil Servants Involving All City Hall Secretariats, Entities and Public Venues, Dialoguing with Ciga (The Intersecretarial Committee on Open Government) and São Paulo Aberta (Open São Paulo Initiative).

OBJECTIVE: Stimulate the development and partnership between municipal civil servants of diverse sectors (secretariats, entities and municipal public venues) with CIGA and São Paulo Aberta, seeking to establish a greater reach of open government themes among civil servants.

The proposed solution is to set up a wide network of civil servants committed to open government initiatives within their own areas of work.

The milestones are:

1. Create a statute to this network with the definition of principles and roles for its members, elaborating a campaign of outreach and sensibilization on the importance of open government initiatives and mobilizing servants to take part in the network;
2. Nominate two servants per secretariat, with a participative profile, being one of them a permanent civil servant;
3. Conduct meetings with Inter-Secretarial Committee on Open Government and São Paula Aberta representatives every three months to develop transversal initiatives on open government and promote open government trainings in each secretariat.
- 5. Improve the Innovation Technology Laboratory (Labprodam), Turning the Lab More Open, Mapping Groups Already Working in Free Technology to Create Projects Similar to Urban Mobility Laboratory (Mobilab).**

OBEJECTIVE: Improve LabProdam so it becomes more participative and innovative. Promote the integration and sharing of knowledge and experiences, in order to develop technology solutions that favor open government.

Scotland, UK

Scotland joined OGP local in 2016³⁷. The population of Scotland is around 5 million.

³⁷Scotland Application to the Open Government Partnership
<https://www.opengovpartnership.org/countries/scotland-united-kingdom>

In Scotland the importance of giving a voice to stakeholders and citizens was one of the key principles set out in ‘Shaping Scotland’s Parliament’ in 1998’.

In 2007 the National Performance Framework (NPF) was introduced, which sets out a single Purpose and an agreed set of National Outcomes, with a wide range of indicators to assess progress towards the Purpose of a flourishing and successful Scotland.

In 2011 the Government commissioned a review of public services. As a result, the government responded with a strong commitment to renew Scotland’s public services through; partnership; performance; people and underpinned by a decisive shift towards prevention.

Access to Information

From 1 January 2005 there was a robust statutory Freedom of Information regime that is internationally recognized; it contains extensive regulatory and enforcement powers to be used by an independent Scottish Information Commissioner. Scotland’s Freedom of Information legislation is regularly revised to ensure it remains up-to-date and relevant. This includes developing an incremental approach to proactive publication and extending coverage of the legislation to organizations considered to be undertaking functions of a public nature.

Open Data

Scotland has developed an Open Data Strategy for the Scottish public sector, which aligns with Programme for Government commitment to be “more open and accessible to Scotland’s people than ever before”. It brings:

- accountability and transparency in line with open government principles;
- drives the design and delivery of relevant and accessible public services, particularly digital public services;
- a basis for innovation – the development of new products and services.

The open data portal³⁸ is open and available for every user.

Accountability

The data sets that lie behind the National Performance Framework provide a robust framework to monitor and evaluate progress against the Sustainable Development Goals.

Current Programme for Government has three underpinning principles:

- the need to deliver greater prosperity for our country;
- ensuring that there is fairness in the distribution of our nation’s wealth, resources and opportunities;
- and making sure that we encourage and facilitate participation by the people who live in Scotland in the debates.

³⁸ <https://statistics.gov.scot/data>

In a number of areas Scotland has taken a different approach to other areas of the United Kingdom; these include:

- The commitment to participation; both through legislation such as the Community Empowerment Act and the Children and Young People Act; and through our own programmes of reform across public services;
- The action to go further and faster on proactive publication, open procurement and FOI;
- The commitment to innovate by taking an intelligent and proactive approach to open data and open knowledge;
- The drive to increase citizen participation in policy development and delivery, such as the current work in Health and Social Care integration and through a national conversation to discuss how we can build a Fairer Scotland;
- The approach taken in Scotland to human rights through the development of the Scottish National Action Plan;
- Commitment to continue to build and value the partnership of the 3rd, independent and voluntary sector to deliver open government reforms.

On Open Government Scotland is working closely with the Scottish Council of Voluntary Organizations who are coordinating the civil society contribution to open government.

The work being taken forward to increase participation and to energize local democracy in Scotland is based on a set of clear principles for improving democracy, including:

- subsidiarity and local decision making - decisions should be taken at the lowest possible level or at the level closest to the people they affect
- simple, open democracy - people should be able to influence decisions that affect them and their families, and trust the decisions made on their behalf by those they elect
- personal and empowering - people should have equal opportunity to participate and have their voice heard in decisions shaping their local community and society
- fairness and equality of outcomes - arrangements should be appropriate and tailored towards the needs and aspirations of people and places
- financially sustainable and preventative - arrangements should be effective, efficient and represent value for money for Scotland as a whole
- In the Scottish Plan the focus is on high priority actions to grow the skills of public servants, partners, civil society and citizens in 3 broad areas:
 - bringing local government functions closer to communities
 - designing public services with users, however diverse, in mind
 - building an Open Government movement in Scotland

To enhance public participation in policy making and service delivery design Scotland is taking a multi-pronged approach. For example, a “**Scottish Approach to Service Design**”³⁹ was designed, which will be co-produced by 20 organizations and will focus on re-designing Scotland’s digital public services with the input of service providers and receivers.



Image from <https://dundeesignacademy.wordpress.com/2017/05/24/developing-a-public-sector-framework-for-service-design/>

Scotland submitted its pilot Subnational Action Plan⁴⁰ in 2016, which includes 5 commitments.

1. Financial Transparency

OBJECTIVE: To clearly explain how public finances works and provide an accessible presentation of public financial flows into and out of the Scottish Government, including to local authorities, commercial and third sector organizations. The ways are going to be developed to provide financial, procurement and commercial information that is coherent, consistent and in a format that is useful and easy to understand for communities, the 3rd sector and citizens. This will include consideration of how national budget information could complement participatory budgeting at local and national levels.

The milestones are:

1. Review of information government publishes
2. Review of the Scottish Parliament's budget process

³⁹ <http://designwithscotland.scot/>, <https://resources.mygov.scot/37f87d5/designing-public-services-in-scotland/why-we-need-design-for-public-services-in-scotland/a-scottish-approach-to-design-for-public-services/>

⁴⁰ <https://www.opengovpartnership.org/documents/scotland-united-kingdom-action-plan>

3. Consider new financial reporting information to develop
4. Open contracting strategy

The government published “Scotland’s Finances: key facts and figures” attempting to better educate the public on Scotland’s financial system⁴¹.

The government also has developed “Scotland’s first digital budget”⁴², through a finance portal on the Scottish Government website in 2017. The portal acts as the interim hub for all the government’s financial information in connection with the launch of the budget, including educational material and the government’s budget proposals.

2. Measuring Scotland’s Progress

OBJECTIVE: To develop a robust framework which enables Scotland’s progress towards the SDGs to be measured in an effective and transparent way; ensuring that the commitments made under national and international treaties covering human rights are aligned with NPF.

3. Deliver a Fairer Scotland

OBJECTIVE: To deliver the 50 actions in the plan, bringing about a fairer Scotland by 2030. This first plan contains 50 actions to be delivered by government in this parliamentary term. The actions in the plan were informed by a cross-Scotland conversation, which involved 7000 people across 200 open events in 2015, which sought to engage people about what mattered to them about fairness and social justice.

The Fairer Scotland Action Plan is built on five high-level ambitions for the period to 2030⁴³:

- A fairer Scotland for all
- Ending child poverty
- A strong start for all young people
- Fairer working lives
- A thriving third age.

4. Participatory Budgeting (Also Known as Community Choices in Scotland)

OBJECTIVE: To have at least 1% of Scotland’s 32 Local Authority budgets subject to community choices budgeting.

5. Increasing Participation

OBJECTIVE: Scottish Ministers and Scottish civil society want to see a step change in society and in how the Scottish Government does its work and to energize local democracy, to put people at the center of the way public services work so that the people of Scotland are able to participate

⁴¹ <https://www.gov.scot/Resource/0051/00511587.pdf>

⁴² <https://beta.gov.scot/budget/>

⁴³ https://www.gov.scot/FairerScotland,https://beta.gov.scot/binaries/content/documents/govscot/publications/report/2017/11/fairer-scotland-action-plan-first-annual-progress-report/documents/005274_88-pdf/00527488-pdf/govscot:document/

on a fair and equal basis in the design of Scotland's public services and policies. Citizen participation will be improved by:

- bringing local government functions closer to communities through the development of new legislation
- ensuring the people who use public services are involved in designing them
- building an Open Government movement in Scotland

The commitment identifies three strands of work for Government, working with civil society, to improve participation, namely by: (i) engaging citizens on, and introducing, legislation to bring local government closer to communities: (ii) working with those involved in designing digital public services to ensure that the tools for engaging citizens promote diversity and inclusion in government; and (iii) building an Open Government movement in Scotland with civil society to seek the public's views of what an Open Government should look like.

Jalisco, Mexico

Jalisco joined OGP local in 2016⁴⁴. The population of Jalisco is 7.8 million.

The Public Information and Transparency Institute of Jalisco (ITEI), an autonomous institute for over ten years has been promoting the transparency and accountability agenda, with the intention of securing the public access to all information.

In order to coordinate and promote the local public agenda, the Secretariat was created in November 2015, with a format of inclusiveness of all sectors of society. Government, the Public Information and Transparency Institute of Jalisco and civil society (academia, media, NGOs and the private sector) come together, with the highest level of representation.

There are several flagship programs implemented in Jalisco:

- ***Glosa Ciudadana, MDE Jalisco at the state level.***

The State's Development Indicators Monitoring Program (MIDE Jalisco) was created as a strategic information and consultation system that seeks to facilitate the evaluation and study of the governmental goals and objectives, while building a bridge over the gap - between government and civil society. This coordination is carried out through the collaborative work of 35 agencies and entities of the subnational government, as well as the Citizens Council MIDE Jalisco. The monitoring is public.

The program provides vital information for the study of particular fields and issues in Jalisco, monitoring more than 400 development indicators. Towards a more inclusive government, the Citizen Council for MIDE Jalisco was created as an auxiliary organ to the program, strengthening civic participation in policy-making and strategy-design for monitoring development indicators in Jalisco.

⁴⁴Jalisco Application to the Open Government Partnership <https://www.opengovpartnership.org/countries/jalisco-mexico>

- ***The Open Data Platform at the state level.***

In 2015 the Open Data Platform was created. It is a user-friendly set of tools focused in the access and availability of information, with communication services that allow the public the use of discussion groups to enrich their investigative quests.

- ***The Participatory Budget Instrument at the municipal level.***

With a strong consultative initiative, the municipal level of government has implemented the Participatory Budget Instrument. Through it, citizens are able to vote which infrastructure projects are to be developed with the money collected from property taxes.

- ***The Public Information and Transparency Institute of Jalisco (ITE).***

During the electoral process in Mexico all candidates to make public 3 declarations: assets, taxes and interests. In Jalisco's metropolitan area, numerous municipal officials adopted the initiative and presented their declarations.

For developing the Local Action Plan, the following steps had been taken:

Dialogue Workshops

In 2016, the Secretariat sent an open invitation to members of civil society, public servants, academics, the private sector and citizens interested in participating in 6 thematic dialogue groups.

Regional Sensitization Conferences

Through the regional sensitization conferences the Secretariat aimed to increase the public knowledge of the concept of Open Government among different state actors from the public and private sector, academia, civil society and others. The Secretariat visited 8 different regions throughout the state covering 79 municipalities. These conferences had the participation of over 1000 citizens, among them government officials, members of organized civil society, academics, students, businesspersons, social leaders and interested citizens.

Online Consultation

Online consultations were made through the official website of the OGP Secretariat. In 2016 200 people participated in the electronic consultation. 71% of the participants were from the private sector or academia, 14% from the public sector and 8% from organized civil society.

Amplified Consultation

The amplified consultation was divided into two simultaneous efforts: regional and metropolitan consultation, seeking to increase the participation of the citizens of Jalisco in both the Guadalajara Metropolitan Zone and the different regions across the state. This resulted in the identification of a more complex and inclusive prioritization of themes and problems of public interest relevant to the everyday lives of the population. In total, 2,718 people participated in the consultation exercise. 65.7% from outside the Guadalajara Metropolitan Zone and seven themes concentrated 81.1% of the public's vote, allowing the identification of problems that pose a higher concern for the people of Jalisco. Consultations included

- ✓ Advertisement spots in radio,
- ✓ Coverage on government accounts of social media and digital platforms,
- ✓ Circulation of consultation with key actors from the private sector and applying questionnaires to collaborators of the Jalisco business center, young businessperson commissions, university groups,
- ✓ Circulation on institutional social media accounts and spread of questionnaire via email to members and associates to the organization.
- ✓ Use of institutional social media accounts and promote participation of public officials.
- ✓ Made available printed versions of the questionnaire in city hall and other municipal government operated buildings.
- ✓ Use of university social media accounts in addition to local exercises for the participation of student groups, associated organisms and strategic allies
- ✓ Publications on social media accounts and institutional websites.

Multisectoral Expert Workshops

This activity successfully brought together members of academia, organized civil society and public officials from both state and municipal institutions. 47 experts in total intervened, sharing their expertise in one of the five workshops: Security and Public Spaces; Employment and Inequality; Health; Corruption; Education. The work methodology allowed each of the participants be part of a co-creation exercise focused in the making of specific proposals that are also measurable, answerable, relevant and time-bound (SMART criteria). The resulting commitment proposals were studied by members of the Secretariat and selected based on their viability and adjustment to the OGP's SMART criteria.

Jalisco submitted its pilot Subnational Action Plan⁴⁵ in 2016, which includes 7 commitments.

1. Neighborhood-police Coordination Intervention Project for the Lomas De Polanco Neighborhood in Guadalajara

OBJECTIVE: To increase trust between police authorities and the people of Lomas de Polanco through the creation of work dynamics and cooperation exercises that strengthen decision-making, feedback on pressing security issues and the recovery of public spaces.

This commitment is focused in the strengthening of the trust relationship between residents of the neighborhood and police forces, allowing the creation of collaborative environment. These exercises improve the intervention activities and crime prevention on public spaces.

The milestones are:

1. Planning phase for intervention
2. Statistic data recollection on crime rates in the area and identification of endangered public spaces

⁴⁵ <https://www.opengovpartnership.org/documents/scotland-united-kingdom-action-plan>

3. Experience documentation and result evaluation.
4. Results publication

2. Gender Wage Gap Reduction in Jalisco

OBJECTIVE: To design and promote co-responsible practices that strengthen salary equality and diminish the wage gap between men and women in Jalisco (study shows that a 19.6% gender wage disparity exists in Jalisco, in favor of men).

3. State Census of Skills for People with Disabilities

OBJECTIVE: To improve employment and inclusion in the workforce for people with disabilities through the adaptation of administrative, commercial and industrial processes within the productive sector of Jalisco, allowing numerous tasks to be carried out by people with disabilities.

4. State Census of Agricultural Day Laborers

OBJECTIVE: Formalization of the labor force within the agricultural sector in Jalisco to improve working conditions and ensure labor rights.

5. Continuous Training Technological Platform for Teachers

OBJECTIVE: To develop a technological platform that strengthens continuous learning and capacitating processes for teachers in Jalisco, directly improving evaluation results as well as insertion, permanency and promotion within the educational system⁴⁶.

6. High School Coverage Amplification Based on Regional Needs and Productive Sectors

OBJECTIVE: Broaden high school coverage in the state (3% in 2017, 7% in 2018) and redirect educational offer based on productive sectors and sociocultural factors of each region (10 high schools).

7. State Government Contracting Publications Platform

OBJECTIVE: Make available to the citizens state government purchasing processes, biddings, awards and selection of suppliers through an open data platform, enabling a tool for citizens to monitor the government and hold accountable in need be.

Non OGP Local Participant Cities initiatives towards Open Government

New York

Numerous agencies release datasets to the NYC Open Data Portal⁴⁷. In 2018 over 600 new datasets have been published by 38 agencies, including:

⁴⁶ 2017 IRM review: "The programs promote the use of technologies by the education sector, but the reality is that there are factors that could reduce the impact of the commitment, considering that the digital divide and the capacity to use technological tools are distributed unequally in the different zones of the state of Jalisco."

⁴⁷ <https://opendata.cityofnewyork.us/>

- Department of Health and Mental Hygiene (DOHMH) datasets on **Rooftop Drinking Water Tank Inspections, Dog Licenses** and **MenuStat** (an online database of nutrition and menu information from top national restaurant chains)
- Department of Transportation (DOT) street furniture location information, including **bus stop shelters, bike parking shelters, newsstands, and parking meters**
- A series of data tables from a relational database on **Housing Development Projects Receiving City Financial Assistance (Local Law 44)** from the Department of Housing Preservation & Development
- **2017 Intimate Partner Violence Related Snapshots** at the NYC community board-level from the Mayor’s Office to End Domestic and Gender-Based Violence (ENDGBV) (formerly known as the Mayor's Office to Combat Domestic Violence (OCDV))
- The **NYCgov Poverty Measure** from 2005-2016, published by the Mayor’s Office of Economic Opportunity

The 2018 Open Data report⁴⁸ highlights how open data powers government efficiency in NYC from emergency services to contracting opportunities, as well as ways New Yorkers use open data in their products, research, and advocacy. The report is accompanied by a short video⁴⁹ that shows the public data behind City operations New Yorkers encounter every day.

The portal houses over 2,000 datasets, 246 unique users automated datasets. All agencies eligible under the Open Data Law are required to commit to engaging their communities on the data they publish. These commitments, which can be found in the Open Data Compliance Plan, include promoting datasets on social media, producing curricula on using the agency’s data, speaking at public events or in schools, and writing blog posts about agency data.

According to Open Data Law § 23-506⁵⁰ Agency compliance plan within eighteen months of the effective date of this chapter, the department shall submit a compliance plan to the mayor and the council and shall make such plan available to the public on the web portal. Each agency shall cooperate with the department in its preparation of such plan. The plan shall include a summary description of public data sets under the control of each agency on or after the effective date of this chapter, and shall prioritize such public data sets for inclusion on the single web portal on or before December 31, 2018 in accordance with the standards promulgated by the department pursuant to section 23-505 and shall create a timeline for their inclusion on the single web portal. If a public data set or sets cannot be made available on the single web portal on or before December 31, 2018, the plan shall state the reasons why such set or sets cannot be made available, and, to the extent practicable, the date by which the agency that owns the data believes that it will be available on the single web portal.

⁴⁸ <https://opendata.cityofnewyork.us/wp-content/uploads/2018/09/2018-NYC-OD4A-report.pdf>

⁴⁹ <https://www.youtube.com/watch?v=l4undH4yOWs>

⁵⁰ <https://legistar.council.nyc.gov/LegislationDetail.aspx?ID=649911&GUID=E650813B-B1E9-4E56-81BA-58261487DA4A>

Local Law 251⁵¹ of 2017 requires all public datasets, including ones that agencies identify after the 2018 deadline, to be published on the Open Data Portal. It mandates that Agency commissioners appoint an official Open Data Coordinator.

Portugal

In 2017, Portugal launched a **nationwide** participatory budget⁵² having objective engaging citizens in policy making and decision-making. This initiative (the pilot) allowed citizens to decide how to invest €3 million in projects related to culture, science, adult education and training, and agriculture in 2017. For the 2018 edition, citizens will decide how to invest 5 million euro in all areas of government.

Graça Fonseca, Secretary of State Assistant of Administrative Modernization told: “We talked directly to people who submitted the proposals, enabling them to take full ownership of their ideas.”⁵³

The first iteration gathered 599 projects and registered 78,815 votes. 38 most-voted projects from this cycle will be implemented. Developers are considering that ATM machines may also be turned into voting booths for Portugal’s participatory budget projects.

Seoul

Beginning from 2012 in South Korea’s capital city Seoul US\$ 44.3 million annually is provided to fund **participatory budgeting** projects⁵⁴. All citizens have voting rights via online voting.

Apart from an online voting process, Seoul’s participatory budgeting system involves a general **committee**, which consists of 250 members, that deliberates over proposed ideas. During the committee selection process, the city council makes sure that 60% of its committee members must be citizens from the public, and that they come from a wide range of social backgrounds.

Seoul runs the world’s first “**sharing center**”, which allows people to rent items like books, laptops, and even long-term parking contracts. It helps low-income families, and gives extension for rental periods. The sharing center was built with funding of US\$1 million from the city government.

Singapore

The Singapore government's **open data portal**⁵⁵ makes publicly available datasets from 70 public agencies. The portal serves as a repository of data captured by the public sector, which has been made more relevant and understandable for the public also through data visualizations.

⁵¹<https://opendata.cityofnewyork.us/open-data-law/>

⁵² <https://opp.gov.pt/>

⁵³ <https://govinsider.asia/connected-gov/helen-clark-still-wants-to-change-the-world-undp/>

⁵⁴ <http://english.seoul.go.kr/get-to-know-us/city-hall/budget/participatory-budget-system/>

⁵⁵ <https://data.gov.sg/>

Prevalent Directions of Open Government Activities

Engagement level of the citizens is good indicator of representative and participative democracy. That is why the municipalities that are eager to establish good open governance practices, encourage improvement of mechanisms and instruments for enhanced participation, transparency, accountability, and anti-corruption policies.

The cities around the world that implement innovative approach for delivering public service, participatory policy making and publication open data datasets and smart maps are expanding. However most of the cities struggle with effective implementation of these innovations. The most common problem is that city governments are tend to be complex and bureaucratic organizations. Another problem is the lack of citizens' trust in government activities and initiatives, and therefore low level of citizen engagement. Another flaw is the fact that cities try to solve open governance issues in an isolated way, mainly implementing original projects and instruments that may not be very well-designed to meet citizens and business's needs. These initiatives may also be unsuccessful because of poor public awareness campaigns, and inadequate knowledge and capacity of public officials and citizens to engage in the processes in a proper manner.

The OGP Local is considered to be a good platform where the participants can learn from their peers, share best practices, adapt and implement the best commitment in their cities, act with joint efforts to achieve effective open governance.

Therefore, the most important question to ask is how to use the OGP platform to make sub-national reforms more effective, institutionalize them and allowing successful reforms to be implemented in other provinces and cities using the national OGP as a tool for reform institutionalization.

The Learning to Make All Voices Count initiative (L-MAVC)⁵⁶, a programme funded by Making All Voices Count (MAVC) and implemented in collaboration with Global Integrity, explored these questions in six MAVC grantees in Tanzania, Kenya, South Africa, Indonesia, and the Philippines. The Programme management methodology was aimed to:

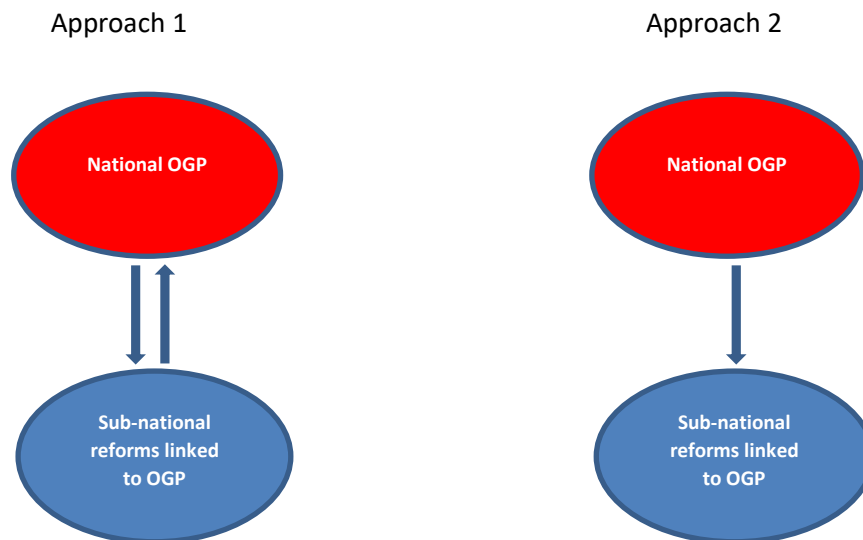
- help grantees strengthen citizen engagement with governance processes, and OGP, in their contexts; and
- generate evidence on how external actors – including OGP, donors and multilaterals, and practitioners – might accelerate the emergence of transformative governance reforms, including under the auspices of OGP.

⁵⁶ Making All Voices Count “Learning how to go local: lessons from six learning journeys for the Open Government Partnership” Policy brief 2017
https://www.globalintegrity.org/wp-content/uploads/2017/12/L-MAVC_PB_2.pdf

Six projects were selected which all were led by CSOs and OGP, and with experience in taking innovative, citizen centered approaches to governance work. Also localization models have been developed⁵⁷ with bottom up and top-down action approaches.

“Learning how to go local: lessons from six learning journeys for the Open Government Partnership” paper concludes that the role of national OGP is essential towards institutionalization of the subnational open governance and local OGPs.

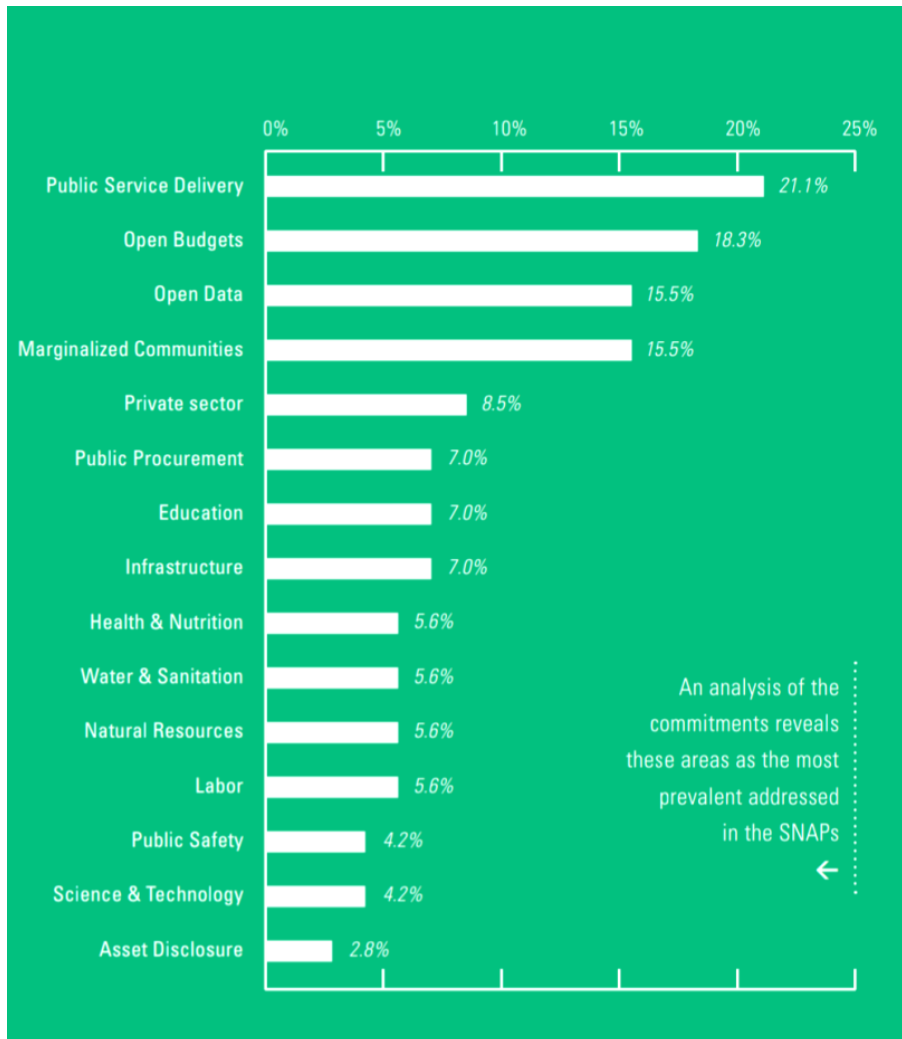
In countries with institutionalized multi-stakeholder forums, subnational reform efforts were expressed as national OGP commitments, with the effect of broadening and deepening participation (Approach 1). In contrast, in countries without formal institutional OGP structures, grantees used OGP national action plans to mobilize and support subnational action. This latter approach supported change at local level, including with reference to OGP, but did less to feed back into the design and implementation of national OGP processes (Approach 2). The cooperation between national OGP processes and subnational OGP work could add effectiveness of open governance sub-national reforms.



Based on 2-year experience of OGP Local, it is possible draw the picture of main directions in which the participants had presented and implemented their commitments. This also gives an idea of the key challenges of open governance practices at the local level.

⁵⁷ pages 8-9, Making All Voices Count “Learning how to go local: lessons from six learning journeys for the Open Government Partnership” Policy brief 2017 https://www.globalintegrity.org/wp-content/uploads/2017/12/L-MAVC_PB_2.pdf

OGP Local's Commitments Main Areas



The following areas of open governance in municipal level should get more consideration because implementation of commitments that fit into these areas can lead to culture change and become prerequisites for further enhancement of open governance and successful participation in the OGP Local.

SERVICE DELIVERY - Designing efficient, easy-to-use, and accessible by all service delivery instruments and mechanisms, that improve the quality and efficiency of public service delivery and also include feedback opportunities. Building services around citizens and business.

PARTICIPATORY BUDGETING - Creating participatory budgeting mechanisms, making the process more inclusive by engaging youth, socially vulnerable groups, regular citizens, academic institutions, civil society organizations.

OPEN DATA - Establishing free-license platforms for publicly available Open Data datasheets and smart maps, which cover wide range of information on public services and operations that citizens encounter in everyday life.

OPEN GOVERNANCE CAPACITY – Ensuring implementation of activities toward education of civil servants, city councilors, active CSOs, citizens, youth, vulnerable groups, focusing on developing competencies in Open Government practices, innovative thinking in public sector, and active citizenship. Empowering different levels of local government officials with open governance skills, especially those which have direct responsibilities to deliver services and information to citizens.