

# **Governance Review Task Force Report**

**For Steering Committee Approval**

**June 2024**

**Open  
Government  
Partnership**





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## Executive Summary

The Steering Committee (SC) established the Governance Review process alongside the launch of the 2023-28 OGP Strategy in April 2023 to ensure that its role, structure, and ways of working remain fit for purpose. This review focused on how best to meet the needs of the moment, achieve OGP's 2023-2028 strategy, and reflect the maturity of the Partnership.

The initial phase focused on the SC's existing role and responsibilities. Consultations conducted by an external consultant, including interviews, surveys, and discussions at the October 2022 SC retreat in Rome, informed the review. Former SC members, including several founders and key staff from the Support Unit and IRM, were also consulted. Three main areas of focus emerged from these conversations: the need to (i) enhance political leadership and engage in more external strategic advocacy; (ii) create space for new voices, especially those of OGP Local participants; and (iii) upgrade ways of working within the SC to allow it to be strategically and externally focused as well as more efficient.

In the lead up to the strategy launch, a task force of ten SC members from across all subcommittees was formed to develop recommendations based on SC consultations and the new strategic direction for OGP. Mukelani Dimba, former Civil Society Co-Chair and former Chair of the OGP Board of Directors, was tapped to guide the task force discussions and play a neutral role between the SC and the Support Unit.

The core ambition and principles guiding the work of the task force are:

- Bringing the SC's role and mandate closer to the new strategic directions for OGP and making the SC more agile, flexible, and inclusive, thereby increasing its efficiency and impact.
- Pivoting the mandate of the SC to focus more on providing external leadership and mobilizing the whole Partnership, with a lighter emphasis on governance and oversight of the SU.
- Recognizing that the SC and the Partnership as a whole is responsible for driving forward OGP's strategy and that the collective effort of the entire SC is required to achieve these ambitions.

The Governance Review Task Force has endorsed the following proposed shifts and is now seeking the final approval of the full SC at its July 2, 2024 meeting.

## ***Proposed Shift 1***

### **Review and enhance the SC mandate, emphasizing its political leadership role and its strategic and external focus.**

Drawing on SC consultations and the needs of the OGP strategy, the Task Force identified eight primary responsibilities for the SC:

1. Set OGP's strategic direction;
2. Provide external political engagement and ensures continued leadership for OGP;
3. Support OGP's fundraising efforts;
4. Promote collective action on key thematic areas;
5. Safeguards OGP processes, values and principles;
6. Manages its own performance as a strategic governing body;
7. Lead by example; and
8. Other governance responsibilities, such as overseeing the election of SC members and co-chairs and appointing individuals to the OGP Secretariat Board of Directors.

Delivering on these responsibilities will require a change from current practice and active engagement from all 22 SC members.

## ***Proposed Shift 2***

### **Align the subcommittee structure more closely to the needs of the strategy to make the SC more agile, inclusive, dynamic, and efficient.**

- Enhance the leadership and ownership of all SC members, collectively and individually, by strengthening and recalibrating standing subcommittees, ensuring that each one has a specific purpose and role in support of the strategy and in line with the proposed enhanced role of the SC (Shift 1).
- Complement standing subcommittees with task forces that have specific and time-bound projects, with clear objectives and timelines to achieve them. One such task force would seek to include government and civil society perspectives from OGP Local participants.

## ***Proposed Shift 3***

### **Create space for new voices and perspectives—with a focus on OGP Local stakeholders—to source expertise and enhance their engagement in shaping and implementing OGP's strategic direction.**

- Establish guidelines to enrich meetings (of subcommittees, task forces and the SC itself) with external guest perspectives relevant to specific discussions. These external guests would not have formal SC membership or voting rights.
- Institutionalize the OGP Local Forum as a dedicated forum for local government leaders, civil society, and other relevant actors to showcase local accomplishments, shape OGP Local priorities, and engage these stakeholders in advancing OGP strategy from a local context.
- More deliberately leverage OGP events and key regional and global moments for the SC to engage with other core stakeholders.

## **Looking Ahead**

To bring these shifts together, a final component of the Governance Review was to check and ensure clarity on how the SC relates to—and works with—other core OGP bodies, namely the Support Unit/CEO, the Board of Directors, and the International Expert Panel (IEP) of the International Review Mechanism (IRM).

Looking ahead, the implementation of the proposed approaches will be reviewed in the next two to three years, which will coincide with a broader review of OGP's strategy implementation. At that time, any adjustments will be made as determined by the SC.



# Proposed Shifts

## *Proposed Shift 1*

### **Review and enhance the SC mandate, emphasizing its political leadership role and its strategic and external focus.**

The role description and mandate of the SC are pivotal for ensuring effective leadership, coordination, and strategic direction within the Partnership. Acting as a guiding force, the SC is entrusted with overseeing the implementation of the Partnership's goals and objectives. A clearly defined mandate and role description serve to provide clarity of purpose and ensure alignment with the overarching strategy. Additionally, they establish a framework for accountability, guaranteeing transparency and responsiveness to stakeholders.

The current mandate and role description have seen minimal updates since the SC's inception over a decade ago. However, the context and challenges facing the SC have evolved significantly since OGP's early years, necessitating a review and strengthening of its role and mandate to better align with the Partnership's current needs and the objectives outlined in the strategy.

Drawing on insights gained over the past decade and input from SC members, the Governance Review Task Force has identified eight primary responsibilities for the SC. The proposed changes aim to enhance the SC's strategic focus, with a particular emphasis on external political advocacy and outreach. By shifting the SC's focus towards strategy and leadership and reducing its emphasis on governance, these changes seek to optimize the leverage the SC provides both collectively and through its individual members.

The eight primary responsibilities are as follows. Please note that the activities described for each responsibility are non-exhaustive.



#### **Sets OGP's strategic direction.**

- Periodically reviews and updates the mission, vision, and goals of the organization, in collaboration with the CEO and Support Unit, through a process that ensures constituent and public participation.
- Holds high-level discussions on the health of the Partnership and ensures periodic evaluations of continued mission focus and achievement of goals.
- SC co-chairs develop an agenda for their chair year that is aligned with, and in support of, the overall OGP strategy and that accelerates, emphasizes, or innovates key aspects of the strategy.
- Provides strategic guidance to the CEO.

**2****Provides external political engagement and ensures continued leadership for OGP.**

- Helps shape and implement a political engagement strategy for OGP, with its members acting as ambassadors for the Partnership's strategic direction.
- Uses its collective and individual members' influence to build relationships with key stakeholders, inspiring them to achieve OGP's goals.
- Raises OGP's international profile and connects OGP to other constituencies and partners.
- Makes decisions in support of the strategy that are aligned with the Partnership's mission and adaptable to the changing political landscape and builds the necessary support to make such decisions in a timely manner
- Supports continued engagement of other high-level OGP partners, such as OGP Ambassadors and Envoys, and conducts ongoing outreach to governments and civil society to identify, recruit, and cultivate a pipeline of future leaders for the Partnership, including for the SC.

**3****Supports OGP's fundraising efforts.**

- Takes an active role in resource development by conducting outreach to help secure contributions from governments and private funders and participates in cultivating relationships with existing and potential donors. Government SC members fulfill their own country contributions.

**4****Promotes collective action on key thematic areas.**

- In collaboration with the SU, shapes and helps implement strategies to accelerate progress on open government reforms. Provides strategic guidance and takes a leadership role to scale ambition and volume of commitments across the Partnership on key collective challenges.

**5****Safeguards OGP processes, values, and principles.**

- Approves participating country requirements at a high level and addresses non-compliance situations, including by reviewing a country's participation status in the Partnership in line with OGP accountability mechanisms and established protocols.

## 6

### **Manages its own performance as a strategic governing body.**

- Consistently evaluates its own performance to ensure effective functioning.
- Establishes a transparent accountability mechanism and detailed procedures to guide the review process of its membership.

## 7

### **Leads by example.**

- SC Government members exemplify expectations of OGP member countries in terms of their domestic commitments, Action Plan progress, continuity, financial support of OGP, and participation in OGP Global Summits, OGP regional and thematic events, and other external international opportunities to promote open government.
- At the ministerial level, government members are expected to bring their influence to other ministries within their own countries and globally.
- Similarly, civil society SC members embody the spirit of collaboration through their organizations, and in their opportunities to promote open government and OGP. In addition to performing the international governance role for OGP in the SC, civil society SC members represent the concerns and interests of the global OGP civil society community.

## 8

### **Other governance responsibilities.**

These come from the existing Articles of Governance and are not exhaustive. Guidelines for these responsibilities will be updated (or developed if needed) separately from the Articles of Governance to enable more flexible and streamlined updates.

- Oversees the elections of SC members and co-chairs, in coordination with the SU.
- Appoints individuals to the OGP Secretariat Board of Directors.
- Provides input on the:
  - selection and performance of the CEO, which will be given to the Board of Directors;
  - alignment between OGP work plans and budget to the Board;
  - appointment of individuals to the Independent Experts Panel; and
  - appointment of OGP Ambassadors, including support in their recruitment.



## **What these responsibilities could look like in practice**

### **Integrating open government in work outside of SC**

SC members at all levels integrate open government in political speeches, position OGP as an implementation mechanism, and highlight the specific value-add of a government-civil society partnership focused on open government.

### **Leveraging international platforms and fora**

SC members leverage platforms and fora they participate in or lead to make connections to OGP (e.g. UNCAC, G20, EU Presidency, S4D).

### **Identifying target governments for outreach**

Each SC government identifies one to three governments that they are willing and able to conduct ministerial outreach to, coordinating with SU on specific needs and opportunities.

### **Onboarding new members**

Chairs welcome new members of the SC through ministerial-level letters and bilaterals. SC members also participate more actively in onboarding new SC members and chairs, including through an informal “buddy system” between senior and newer SC members at the working level.

### **Engaging with MFAs**

SC members commit to bringing Ministry of Foreign Affairs (MFA) representation as part of candidacy letters to join the SC. The SU also increases engagement with SC MFAs, particularly in the lead up to and during regional and global OGP events.

### **Focusing SC meetings**

SC meetings are more focused on strategy and less on procedural matters, complemented by more spaces for in-depth conversations among the SC (e.g. issue-specific discussions, gatherings during OGP and non-OGP events where SC members are present, etc.)

### **Increasing collaboration across sub-committees**

There is increased cross-subcommittee collaboration for all chairs to update each other, through the use of task forces and other spaces.

## Proposed Shift 2

### Align the subcommittee structure more closely to the needs of the strategy to make the SC more agile, inclusive, dynamic, and efficient.

The organizational framework of the SC is critical for leveraging the expertise, influence, and networks of its members. This structural aspect facilitates the SC's effective execution of its primary duties, particularly in providing strategic direction and external leadership crucial for the Partnership's success.

The current SC structure, established over a decade ago, has roughly served us well. However, it lacked adaptability and flexibility—for example, on including outside perspectives or having time-bound special projects. At times, this has led to missed opportunities for strategic leadership and the engagement of more diverse perspectives. To enhance the effectiveness of the SC and better align it with the goals of OGP's strategy, the following shifts to the subcommittee structure are proposed. Figure 1 summarizes these shifts below.

**Figure 1. Proposed subcommittee structure**





## **Recalibrating subcommittee mandates to align with OGP’s new strategic direction.**

The proposal suggests recalibrating the mandates of existing standing subcommittees to better reflect OGP's new strategic direction. This involves redistributing the core responsibilities across all subcommittees (with a focus on strategy and external leadership), ensuring each one has a specific purpose and role in support of the strategy and the proposed enhanced role for the SC. The following proposal clarifies the level and type of representation required for each subcommittee to increase effectiveness and expedience of decision-making. See additional details in “**Overview of recalibrated subcommittee mandate**” below.

### **Leadership Subcommittee**

Leads the partnership strategically and politically, with a key representational role, and builds support for OGP. This includes conducting outreach, engaging at a high political level, hosting key OGP events, and mobilizing the rest of SC+ Partnership in support of OGP’s strategic objectives. The Leadership Subcommittee also guides periodic development or updates of the overall strategy in coordination with the SU. *[Formerly known as the “Governance & Leadership” subcommittee]*

#### **EXAMPLES**

- Governance and Leadership (GL) playing a lead role in developing the 2023–2028 strategy
- Co-chairs developing high-level agendas supporting a subset of strategic priorities during their tenure as lead chairs
- SC members hosting Head of State or Government events
- Writing to all OGP ministers to secure their participation in and/or support for specific initiatives

### **Programmatic Delivery Subcommittee**

Provides strategic advice and leadership for the implementation of high-priority workstreams derived from OGP’s strategy and annual work plan by leveraging its members’ thematic strengths, geographical reach, and leadership in other regional or global platforms. *[Formerly known as the “Thematic Leadership” subcommittee]*

#### **EXAMPLES**

- Shaping the Open Gov Challenge and supporting its uptake
- Supporting the conceptualization of new strategic programs

### **Criteria & Standards Subcommittee**

Oversees the implementation of OGP’s rules and the C&S mechanism to ensure that all OGP members uphold OGP values and processes. This subcommittee also provides strategic input to the Support Unit for the periodic development and review of policies that govern OGP participation.

#### **EXAMPLES**

- Undertaking Response Policy cases
- Recommending countries to be designated as inactive
- Providing guidance on the development of OGP’s Participation & Co-Creation standards

**2****Introducing task forces.**

Another aspect of the proposal is to complement the work of standing subcommittees with task forces focused on specific objectives, which will enhance the SC's agility in responding to emerging challenges and opportunities. These task forces would leverage SC members' expertise effectively, focus resources on targeted objectives, and encourage cross-subcommittee collaboration. By introducing this flexible mechanism, the SC can address pressing issues with precision and efficiency, ensuring that its efforts remain dynamic and responsive to the evolving landscape of open government. Due to their specific and time-bound nature, task forces enable greater creativity. While most Task Forces are time-limited by definition, a Local task force would be permanent in practice. All task forces, regardless of permanency, will be reviewed by the Steering Committee on a regular basis to ensure their purpose and objectives continue to be fit for purpose.

**3****Increasing inclusive participation without altering the core SC structure.**

Finally, the proposal advocates for inviting relevant non-SC stakeholders to participate in subcommittee discussions or task forces, without formal SC membership or voting rights. This inclusive approach would enrich discussions with the perspective of groups without direct representation on the SC, such as OGP Local stakeholders from government and civil society, which the Governance Review Task Force identified for priority engagement. By fostering greater diversity of voices, the SC can make more informed decisions and enhance the legitimacy of its leadership role within and beyond OGP. Importantly, this approach mitigates potential legal or political implications associated with expanding formal SC membership while ensuring that all stakeholders have an opportunity to contribute meaningfully to OGP's mission.

Table 1 provides a more detailed explanation of the recalibrated subcommittee mandate. Table 2 explores the differences between the subcommittees and the task forces.

## Table 1. Overview of recalibrated subcommittee mandate

### Purpose

#### Leadership Subcommittee

- Leads the partnership strategically and politically, with a key representational role, and builds support for OGP.
- Conducts outreach and political engagement (including at a high-level), hosts key OGP events, and mobilizes the rest of the SC and the Partnership in support of OGP's strategic objectives.
- Convenes the SC and chairs its meetings.

#### Programmatic Delivery Subcommittee

- Provides strategic advice and leadership for the implementation of high-priority workstreams derived from OGP's strategy and annual work plan. [\[New\]](#)

#### Criteria & Standards Subcommittee

- Ensures that all OGP members uphold OGP's values and principles and leads on the periodic development and review of policies that govern OGP membership and participation.

### What's different?

#### Leadership Subcommittee

- Continues to set strategic direction (with the CEO/SU), with programmatic guidance now being provided by the new subcommittee.
- Focuses on leading the Partnership with less emphasis on SU oversight.
- Plays a more visible external role by sending ministerial letters, welcoming new members, recruiting SC members and Chairs, and sending high-level invitations.

#### Programmatic Delivery Subcommittee

- Mandate is extended to other programmatic priorities derived from the strategy and work plan.
- Compared to the Leadership Subcommittee, focuses on providing guidance and leadership on workstreams derived from the strategy, with a focus on supporting successful implementation of program components. The Leadership subcommittee continues to set the overall strategic direction and be responsible for its implementation.

#### Criteria & Standards Subcommittee

- Continues to lead on the development of policies and protocols governing membership and participation in OGP.
- The SU develops the necessary procedures and guidance to ensure the accurate implementation of SC-approved policies, including soliciting input from the SC or the public when necessary.

## Main responsibilities\*

\* non-exhaustive

### Leadership Subcommittee

- Serves as the primary sounding board for the CEO and Senior Leadership Team (SLT), including on development of the annual work plan and periodic updates of the overall strategy in coordination with the SU.
- Takes the lead in coordinating and prioritizing the engagement and activities of the SC, ensuring alignment with OGP's overarching goals. This includes high-level engagement (ministerial and above) of SC membership and beyond through outreach, bilaterals, and hosting events at UNGA, regional and global summits, and activities in coordination with the SU.
- **Lead Co-Chairs:** Develop an agenda outlining areas of focus in support of the overarching objectives during their tenure leading the Partnership.
- Collaborates with the SU to craft SC meeting agendas and facilitates decision-making processes between meetings, especially in urgent matters requiring swift action (e.g. through the Rapid Response Protocol).

### Programmatic Delivery Subcommittee

- Leverages its members' thematic strengths, geographical reach, and leadership in other regional and global platforms to enhance the implementation of programmatic priorities, in close coordination with the SU (such as the Open Gov Challenge, OGP Local, priority themes, and global advocacy efforts).
- Makes recommendations for establishing task forces necessary to carry out the work of the SC in regards to programmatic priorities. [\[New\]](#)
- Supports the conceptualisation of new strategic programs. [\[New\]](#)

### Criteria & Standards Subcommittee

- Oversees the application of OGP's accountability mechanisms (e.g. Response Policy and Procedural Review).
- Provides strategic guidance to the SU in the periodic development or review of policies and procedures that govern participation in OGP.

## Meetings and frequency

### Leadership Subcommittee

- **Monthly.** Lead Chairs may call for additional sessions as needed.

### Programmatic Delivery Subcommittee

- **Quarterly.** Leads may call additional sessions as needed. [\[New\]](#)

### Criteria & Standards Subcommittee

- **Quarterly.** Leads may call additional sessions as needed. [\[New\]](#)

### Leadership Subcommittee

- Equal representation from government and civil society representatives.
- Chairs who are elected by the 22 SC members on an annual basis.
- Leadership troika formalized: current, previous and incoming co-chairs. **[New]**
- Collectively serves as the steering and leadership body of the SC, with each role differing in terms of responsibilities: **[New]**
  - **Current (Lead) chairs:** implement co-chair agenda to advance OGP's strategic direction. Serve as leads for the Subcommittee. In decision-making, Leads seek consensus. In the absence of such, serve as decision-makers.
  - **Incoming:** Preparatory role in anticipation of assuming OGP leadership. Begin to develop their co-chair vision, working closely with current Leads to ensure continuity across chair years. Provide input and guidance, but the Leads retain final decision-making authority.
  - **Previous:** Provide advice and support to their successors, including to facilitate continuity and implementation of agreements reached during their Lead chair year. Provide input and guidance, but the Leads retain final decision-making authority.
- SC terms may be extended to enable the chair to serve a three-year term. **[New]**

### Programmatic Delivery Subcommittee

- Equal representation from government and civil society representatives.
- Membership nominated by the Leadership Subcommittee based on the needs of each subcommittee, and taking into consideration any preferences expressed by SC members.
- Subcommittee members elect a government and civil society representative to co-lead the subcommittee. **[New]**
- Leads work closely with SU to convene the subcommittee, chair meetings and coordinate activities of the subcommittee, and represent the subcommittee to the rest of the SC.
- Leads each appoint an alternate to deputize for them as needed. **[New]**
- Leads serve one year terms, with no limit on the number of terms. **[New]**

### Criteria & Standards Subcommittee

- Equal representation from government and civil society representatives.
- Membership nominated by the Leadership Subcommittee based on the needs of each subcommittee, taking into consideration any preferences expressed by SC members.
- Subcommittee members elect a government and civil society representative to co-lead the subcommittee. **[New]**
- Leads work closely with SU to convene the subcommittee, chair meetings and coordinate activities of the subcommittee, and represent the subcommittee to the rest of the SC.
- Leads each appoint an alternate to deputize for them as needed. **[New]**
- Leads serve one year terms, with no limit on the number of terms. **[New]**

**Type and level of representation**

**Leadership Subcommittee**

- **(Deputy) Director (or equivalent):** Has the ability to make decisions on behalf of their government.
- Ability to mobilize ministerial representatives and coordinate with foreign affairs as needed.
- Given the external affairs nature of the subcommittee, presence from an MFA representative in relevant subcommittee discussions is strongly recommended.

**Programmatic Delivery Subcommittee**

- **(Deputy) Director (or equivalent):** Has the ability to make decisions on behalf of their government.

**Criteria & Standards Subcommittee**

- **(Deputy) Director (or equivalent):** Has the ability to make decisions on behalf of their government.
- Ability to mobilize ministerial representatives and coordinate with foreign affairs as needed.
- Given the external affairs nature of the subcommittee, identifying an MFA liaison is strongly recommended.



## Table 2. Comparison of standing subcommittees and task forces

### Purpose and scope

#### Standing Subcommittees

Standing subcommittees help manage the SC's core responsibilities and are limited to focus on areas of work that are ongoing, continuous, and mission-critical for OGP and the SC.

#### Task Forces

The SC may form task forces to address specific, time-sensitive issues or projects. Task forces complement the ongoing nature of the standing subcommittees, and enable the SC to respond promptly to emerging challenges or opportunities. While most task forces are time-limited by definition, a Local task force would be permanent in practice. All task forces, regardless of permanency, will be reviewed by the SC on a regular basis to ensure their purpose and objectives continue to be fit for purpose.

### Authority and accountability

#### Standing Subcommittees

- Subcommittees work closely with the SU, providing advice and support within the scope of their respective mandates and making recommendations for the consideration and approval of the full SC.
- Subcommittees don't have unilateral decision-making authority, unless otherwise specified in their terms of reference or in a specific policy.
- Subcommittees are accountable to the broader SC. The SC may form or dissolve standing subcommittees based on the evolving needs of the Partnership, striving to keep the number to the bare minimum in order to maintain a streamlined and nimble structure.

#### Task Forces

- The SC defines the scope and objectives of each task force at the time of its formation.
- Task forces are accountable to the rest of the SC and are responsible for delivering specific outcomes within a specified timeframe as defined in their terms of reference.
- In carrying out its responsibilities, task forces make recommendations for the consideration and adoption by the SC, but do not have decision-making ability of their own.
- Task forces do not replace standing subcommittees, nor should their terms of reference overlap with the core mandates of standing subcommittees.

## Composition and non-SC guests

### Standing Subcommittees

- Subcommittees should have an equal number of government and civil society representatives from within the SC.
- In carrying out their responsibilities, subcommittees may seek input and guidance from relevant non-SC stakeholders, experts, and partners with specialized knowledge or skills relevant to the issues at hand. [\[New\]](#)
- Decisions to invite external guests to subcommittee meetings, and who those guests should be, are determined by the leads of each subcommittee in consultation with other members of the subcommittee and the SU. [\[New\]](#)
- Guest participation in subcommittee meetings or discussions does not translate to membership in the SC. Non-SC guests may not vote in SC decisions. [\[New\]](#)

### Task Forces

- Task forces should have an equal number of government and civil society representatives from within the SC.
- In addition to SC representation, task forces may be composed of non-SC individuals with specialized knowledge or skills relevant to the particular issue or project at hand.
- Decision to invite external participants to task forces meetings and who those participants should be is determined by the SC, in consultation with the SU, at the time of task force formation.
- Participation in task forces does not translate to membership in the SC. Non-SC participants may not vote in SC decisions.

## ***Proposed Shift 3***

### **Create space for new voices and perspectives—with a focus on OGP Local members—to source expertise and enhance their engagement in shaping and implementing OGP’s strategic direction.**

OGP Local presents significant opportunities to realize the ambitious goals outlined in OGP’s 2023–2028 strategy. Positioned closest to communities, Local program participants offer unique insights and firsthand experiences on issues with real-life impact. These perspectives can illuminate best practices, identify emerging trends and challenges, and ensure the SC is attuned to local contexts and implications of its decisions.

To harness the collective energy, innovation, and expertise of local stakeholders, this proposal outlines ways to enhance and activate greater local community engagement in implementing OGP’s strategy and influencing the Partnership’s strategic direction.

Recognizing these opportunities and the need to implement OGP’s strategy as a Partnership-wide effort, this proposal outlines ways to enhance and activate greater engagement with the OGP Local community in the implementation of OGP’s strategy and to influence the Partnership’s strategic direction. To accomplish this objective, the Governance Review Task Force proposes a three-pronged approach:

- Establish guidelines to enrich meetings (of subcommittees, task forces and the SC itself) with external guest perspectives relevant to specific discussions. These external guests would not have formal SC membership or voting rights.
- Institutionalize the OGP Local Forum as a dedicated forum for local government leaders, civil society, and other relevant actors to showcase local accomplishments, shape OGP Local priorities, and engage these stakeholders in advancing OGP strategy from a local context.
- More deliberately leverage OGP events and key regional and global moments for the SC to engage with other core stakeholders.

Several other approaches were discussed by the Governance Review Task Force, including SC membership of OGP Local government representatives. The above combination is presented as the preferred approach to start with, balancing strategic strengths and opportunity costs of all the options explored. A review of this approach could take place as part of the future mid-term review if needed, including revisiting whether OGP Local members should have direct membership in the SC or a standing subcommittee.

**1****Establish guidelines to enrich SC discussions with relevant OGP Local perspectives without formal SC membership or voting rights.**

By being closest to the community, local participants can offer unique insights and firsthand experiences on issues that have real impact on the lives of people. Local perspectives can also shed light on good practices and lessons in key areas of the strategy that can be scaled up at the national level, help identify emerging trends and challenges, and help ensure that the SC is more aware of the local context and the practical implications of SC decisions.

Task forces have been used successfully in the past to support the OGP Local program, including to oversee the development of the OGP Local Engagement Strategy in 2019 and to select new members of OGP Local on different occasions.

OGP Local participants would be invited by the task force based on its needs and objectives, with a deliberate focus on achieving diversity in terms of representation, geographical region, size, type of local government, and expertise needed to undertake the task at hand.

By participating in a non-voting capacity, this approach would mitigate potential political and legal issues associated with local participation in global affairs discussions or decision-making that could have implications for a national government. This approach would not alter the existing structure of the SC or affect the role and responsibilities of the SC, including its decision-making powers.

To ensure a nimble and agile approach to inviting OGP Local participants, the Support Unit could request suggestions from the SC, in addition to also providing recommendations by tapping into its extensive network of local stakeholders. The SC should strive to invite different local participants to ensure a variety of perspectives across different meetings.

**2****Institutionalize the OGP Local Forum as a dedicated forum for local government leaders, civil society, and other relevant actors to showcase local accomplishments, shape OGP Local priorities, and engage these stakeholders in advancing OGP strategy from a local context.**

This approach will build on the lessons learned from the first iteration of the “Local Assembly” held in Tallinn during the 8th OGP Global Summit. Such a space (to be renamed the “Local Forum”) will aim to showcase the accomplishments of OGP Local members, provide local insights into the execution of the overall OGP strategy, and contribute to the shaping of OGP Local priorities. Agendas for Local Forum meetings should be aligned with the overall strategic objectives of the Partnership, but adapted to ensure the discussions remain relevant for the local context. OGP Local participants will be instrumental in shaping and informing the Local Forum agendas.

**Details about the Local Forum are as follows:**

- Local Forum meetings will be arranged and facilitated by the Support Unit— they will not have fixed members or chairs.
- The Local Forum will have Steering Committee representation.
- All OGP Local member governments and civil society organizations engaged in local OGP processes are invited to designate one high-level representative (e.g. a mayor, governor, etc.) to participate in the Local Forum. Other relevant stakeholders such as funders, or thematic partners will also be invited.
- Measures will be taken to ensure the Local Forum captures the diversity of all local members, such as by representative (government, civil society, etc.), region, and size. These may include, to the extent possible, enabling online participation, providing travel scholarships, and securing interpretation.
- Local Forum meetings should be held at least once every two years alongside OGP Global Summits. In cases where additional gatherings are warranted, other occasions, such as regional meetings, may be utilized to organize smaller-scale versions of the Local Forum with a regional focus.
- While the Local Forum would not hold governance authority, nor make binding decisions, it would play an important advisory and advocacy role regarding the execution of the overall strategy and the evolution of OGP Local in particular.

**3**

**More deliberately leverage OGP events and key regional and global moments for SC to engage with other core stakeholders.**

As part of the strategic objectives when planning OGP events, the SU and the SC can work together to ensure that, to the extent possible, events include more informal opportunities for SC members to connect, share insights, and learn from those actively driving open government initiatives at the local level. This can build on previous efforts, such as hosting “office hours” or social networking spaces to meet members of the OGP community. The goal is to enhance collaboration and knowledge exchange between SC members and OGP Local participants, foster a better understanding of local contexts and challenges faced by OGP Local participants, and increase the visibility and understanding of the SC and its role. Other engagement opportunities for the SC to deepen engagement with OGP Local members include conducting periodic surveys and consultations; participating in select strategic meetings with Heads of Government, ministers, and civil society leaders; and leveraging country or local visits to engage local leaders.



# Annex

## Role of the SC in relation to other OGP leadership and governance bodies

This document provides an overview of how the Steering Committee (SC) interacts with the Support Unit (SU) leadership and other governance and advisory bodies within OGP, namely the Board of Directors (BoD) and the International Experts Panel (IEP) of the Independent Reporting Mechanism (IRM), as outlined in OGP's core governance documents.

Its purpose is to highlight and clarify, where necessary, the SC's role in the main areas where work, mandates, and responsibilities intersect. This is not an exhaustive overview of all the responsibilities of each body, nor is it intended to change the roles or structures of the BoD, IEP, or SU/IRM, as that falls outside the scope of the Governance Review.

### Governance Roles

OGP has a bifurcated governance model, consisting of a SC that provides strategic and political leadership for the Partnership and a BoD with legal and fiduciary oversight over the OGP Secretariat, which includes the SU and IRM. As OGP's strategic leadership body, the SC also appoints members of the BoD.

The **Secretariat** is the legal entity that supports all aspects of the Partnership. It facilitates the work of the SC and the BoD and develops and executes programs to advance the strategy implementation for the Partnership at large. The SC engages with the OGP Secretariat through the CEO and the Secretariat's Senior Leadership Team.

As the **CEO** of the Partnership and the highest-ranking official of the Secretariat, the CEO is responsible for the leadership and representation of the Partnership at the highest level. The CEO is accountable to the BoD for the operations and fiduciary responsibilities of the Secretariat and to the SC for leading the development and implementation of OGP's strategic direction, which is set by the SC.

The **SC** provides strategic guidance and interacts closely with the CEO, who formally reports to the BoD. The **BoD** is responsible for hiring, supervising, and reviewing the CEO's performance, with input from and in consultation with the SC.

The SC provides input to the IRM—OGP's independent accountability arm—which evaluates the progress of OGP members. To safeguard the IRM's independence, it is not directly accountable to the SC. The SC appoints the **IEP**, which oversees the IRM's methodology and the quality of IRM assessments. The SC Criteria & Standards Subcommittee regularly interacts with the IRM to coordinate on aspects relevant to the application of OGP membership rules and guidance.

## Strategic direction

### Steering Committee

Sets OGP's strategic direction (collaborating with CEO and SU) and approves the annual work plan of the SU/IRM

SC co-chairs develop an agenda for their chair year that is aligned with and in support of the overall OGP strategy

### Board of Directors

Informs the work plan of the SU/IRM before it's approved by the SC

### Secretariat (CEO & SU)

Originates and executes programs and annual work plans in alignment with OGP's strategy

## Organizational budget

### Steering Committee

Provides input on the alignment between the annual work plan and budget before it's approved by the BoD

### Board of Directors

Approves budget envelope and reviews and approves the final budget presented by the Secretariat

### Secretariat (CEO & SU)

Prepares budget to support annual work plan in line with budget envelope approved by the BoD

### Clarifications

Institutionalizes recent years of practice to approve a budget envelope first.

## Country contributions

### Steering Committee

Sets country contributions policy, coordinating with Secretariat

Government SC members fulfill country contributions

Conducts outreach to help secure contributions from governments

### Board of Directors

Oversees the financial management of revenue streams, including country contributions

### Secretariat (CEO & SU)

Informs and implements country contributions policy (sending invoices, tracking contributions, reporting, etc.)

### Clarifications

Clarifies the role of the SC in setting country contributions and highlights SC's outreach role.

## Other fundraising efforts

<p><b>Steering Committee</b></p> <p>Works closely with CEO to ensure the Secretariat has sufficient resources</p> <p>Informs and supports fundraising strategy, including through political support and conducting outreach</p>	<p><b>Board of Directors</b></p> <p>Informs and supports fundraising strategy</p>	<p><b>Secretariat (CEO &amp; SU)</b></p> <p>Develops and mobilizes SC/BoD in support of fundraising strategies (including for country contributions)</p> <p>Cultivates and manages relationships with existing and potential donors</p>
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### Clarifications

Highlights the enhancement of SC role in informing and supporting fundraising strategies.

## CEO ongoing engagement and oversight

<p><b>Steering Committee</b></p> <p>Interacts extensively with and provides strategic guidance to the CEO</p> <p>The CEO is accountable to the SC for leading the development and implementation of OGP's strategic direction, which is set by the SC</p>	<p><b>Board of Directors</b></p> <p>The CEO is accountable to the Board for the operations and fiduciary responsibilities of the Secretariat</p> <p>Reviews and approves CEO expenses and reimbursements</p>	<p><b>Secretariat (CEO &amp; SU)</b></p> <p>N/A</p>
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### Clarifications

Clarifies accountability lines between CEO, SC, and BoD, in line with the AoG and Bylaws.



## CEO hiring and performance reviews

<p><b>Steering Committee</b></p> <p>Provides feedback to the Board through the Lead Co-Chairs regarding the CEO's performance. Lead Co-chairs collaborate with the Board Chair to conduct the CEO's annual performance review</p> <p>SC, through GL, actively participates and provides input into the process for hiring the CEO</p>	<p><b>Board of Directors</b></p> <p>Board Chair leads the annual CEO performance review</p> <p>Hires and terminates the CEO, with guidance from and in consultation with the SC, via GL</p>	<p><b>Secretariat (CEO &amp; SU)</b></p> <p>Provides feedback to the Board regarding the CEO's performance</p>
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### Clarifications

Clarifies the ways of working between SC and BoD regarding hiring and performance reviews of the CEO, in line with AoG and bylaws.

## OGP governance and policies

<p><b>Steering Committee</b></p> <p>Establishes policies regarding membership and participation in OGP, and safeguards the processes and values of the Partnership, in collaboration with the Secretariat</p>	<p><b>Board of Directors</b></p> <p>Reviews and provides input regarding OGP's major operational and financial policies</p> <p>Ensures oversight over policies and practices regarding the Secretariat's compliance with legal and regulatory requirements</p>	<p><b>Secretariat (CEO &amp; SU)</b></p> <p>Develops policy proposals for consideration of the SC and the BoD</p> <p>Ensures policies and procedures are implemented accurately</p>
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### Clarifications

Clarifies delegation of responsibilities to the SU to develop the necessary protocols, guidelines or procedures to apply the SC/BoD approved policies.

## Board governance

### Steering Committee

Appoints individuals to the BoD: GL opens the call for applications, reviews candidates, and recommends a slate of directors, while the full SC approves their appointment

If the SC finds it necessary or advisable to remove a Director, the GL subcommittee will make a recommendation for removal. Then the full SC will vote to approve or reject the recommendation

### Board of Directors

Provides annual updates at Steering Committee meetings as needed

### Secretariat (CEO & SU)

Supports the BoD with the appointment process

CEO serves *ex officio* as a non-voting member of the BoD

Facilitate information sharing and coordination between SC and BoD