Co-Creating Local Open Government Commitments:

Training of Trainers Manual for the Association of Ukrainian Cities

July 2025

UKRAINE

Acknowledgements

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1. Introduction

Local governments are crucial in driving innovative open government reforms. These efforts make administrations more transparent, inclusive, participatory, and accountable to their citizens. Since its inception, the Open Government Partnership (OGP) and the Congress of Local and Regional Authorities of the Council of Europe (the Congress) have recognized and supported the significant impact that local governments and their civil society partners have when advancing open government values. The OGP Local Program has demonstrated success and momentum worldwide, leading to ambitious commitments and impactful reforms at the local level.

Recognizing the unique potential of local governments to drive meaningful change, OGP developed this **Training of Trainers Manual** in collaboration with the Congress and as part of the tripartite memorandum of understanding, which was signed in October 2022 between the OGP, the Congress, and the Association of Ukrainian Cities (AUC), setting the frame for deepened co-operation, further promotion of co-creation for better local policies, and exchanges of tools and resources. This manual provides a structured and practical framework for developing and implementing actionable open government reforms. By equipping trainers with these resources, OGP aims to amplify the impact of open government commitments, reaching more citizens and furthering the values of transparency, participation, and accountability on a global scale.

This manual was developed to serve as a comprehensive guide for trainers who work with or within local governments. It provides the knowledge and tools necessary to educate and empower local government officials in the co-creation of open government reforms. The manual includes a wide range of resources, such as module-by-module sections, practical examples, session plans, and templates. These resources aim to facilitate the effective co-creation, implementation, monitoring, and continuous improvement of open government reforms.

This manual is intended for anyone supporting local governments in developing and implementing open government reforms. It includes country actors working with local governments and public officials within local governments who can assist their colleagues in developing these reforms.

Country actors include government institutions or departments, civil society organizations, associations of local and regional authorities, or any other reputable organizations that possess the capacity to convene, train, guide, and support local governments in developing and implementing local open government reforms.

By providing guidance and practical tools, this manual empowers these key actors to effectively co-create open government commitments and drive the values of transparency, participation, and accountability within their jurisdictions.

2. About the Manual

Overview

This manual is a comprehensive resource designed to support trainers working with local governments and civil society reformers to implement open government commitments. It includes structured modules covering the fundamental open government concepts, co-creation processes, drafting and implementing commitments, how to advance open government in different policy areas, and how to engage with the open government global community. Each module offers clear objectives, activities, and materials, as well as guidance on using key tools like the *OGP Local Co-creation Playbook for Independent Reformers* (referred to as the *Playbook for Independent Reformers* from here onwards), providing trainers with the strategies necessary to foster transparency, participation, and accountability.

How to Use It

The manual is intended for interactive and adaptable use by trainers facilitating open government commitments by local governments. Trainers can follow the modules sequentially or select specific sections relevant to their training context. Each module offers session outlines and templates that guide its preparation and delivery. Trainers are encouraged to personalize examples, adjust timings, and incorporate participant feedback to ensure practical learning experiences that resonate with local contexts and challenges.

Who Can Use It

This manual is suitable for government officials, civil society stakeholders, and local trainers involved in promoting the adoption of open government reforms. Trainers working directly with local governments or organizations supporting these efforts will find the manual's step-by-step approach to co-creation, implementation, and policy development especially useful. Government officials can also utilize it as a self-guided resource, applying the provided tools to co-create policies within their teams.

When to Use It

This manual should be used before the start of a co-creation process. However, it can be used as a reference at any stage of the open government commitment process—from

initial training on open government principles to detailed guidance during specific phases of co-creation, implementation, or policy drafting. It is particularly valuable for launching new initiatives, revisiting commitments, or when engaging new stakeholders, as it offers methods to foster collaboration and innovation in governance.

3. Modules

Module 1 - Basic Concepts: Open Government, the Open Government Partnership (OGP), and Co-creation

About | Objectives | Audience | Topics & Messages | Session outline & Materials

About this Module

The module introduces the key concepts of open government, including a definition of open government, why it matters, and its constituent values of transparency, public participation, and public accountability. It also introduces the Open Government Partnership (OGP), its background, and its model. Lastly, the module makes the case for why government and civil society collaboration is essential to implement ambitious open government commitments.

Learning Objectives

At the end of the first module, trainers should know:
- What is open government and why it is essential.
- What is the Open Government Partnership.
- What it means to co-create open government commitments and why it is important.

Main audience

The primary audience for the module includes government officials leading the co-creation of open government commitments, as well as government officials and civil society stakeholders involved in the co-creation and implementation of these commitments.

Topics and Key Messages

What is open government?

Introduce the concept of open government and its foundational values—transparency, public participation, and public accountability. Understanding these concepts is crucial as they form the bedrock of all open government initiatives. It is important to emphasize how these values are not just abstract ideas but practical approaches that can improve public administration, enhance service delivery, and promote inclusivity and equity in governance.

Key Messages:

1. Open government is about improving government **transparency**, ensuring opportunities for **public participation** in public matters, and strengthening mechanisms for **public accountability.**

2. The open government key principles are:
   a. *Transparency* occurs when government-held information (including on activities and decisions) is accessible, comprehensive, timely, freely available to the public, and meets basic open data standards (e.g., raw data, machine readability) where formats allow. Transparency allows everyone to access relevant, usable, and timely information about government processes and decisions that impact their lives.
   b. *Public Participation* occurs when governments seek to mobilize citizens to engage in public debate, provide input, and make contributions that lead to more responsive, innovative, and effective governance. Public participation allows everyone to have an equal opportunity to take part in shaping the public policies and decisions that impact their lives.
   c. *Public accountability* occurs when rules, regulations, and mechanisms are in place to call upon government actors to justify their actions, act upon criticisms or requirements made of them, and accept responsibility for failure to perform concerning laws or commitments. Public accountability provides everyone the freedom and ability to seek adequate redress when the rule of law is not upheld, their rights are not respected, or their needs are unmet, without risk or harm.

For additional guidance on these principles, refer to the practical guide on *Transparency and Open Government*, the handbook on *Open Local Government and Public Ethics,* and the "bE-Open" online tool developed by the Congress. These principles can be found in the European Charter of Local Self-Government (ETS No. 122) and its Additional Protocol on the right to participate in the affairs of a local authority (CETS No. 207), as well as the Recommendation CM/Rec(2023)5 of the Committee of Ministers of the Council of Europe to member states on the principles of good democratic governance.

Why is open government important for governments to adopt?

Many societal problems, such as corruption, inequality, environmental degradation, and lack of public trust in institutions, are closely tied to deficits in transparency, public participation, and public accountability. For example, when government actions and decision-making processes lack transparency, it becomes easier for corrupt practices to thrive. In societies where certain groups have privileged access to decision-makers, the policies and resources often reflect the interests of a few rather than the needs of the broader population. Lastly, when communities are not involved in discussions about land use, conservation, or pollution regulations, decisions may not reflect the best interests of the community.

Explain the benefits and value propositions of adopting open government principles for public officials.

Key Messages:

1. Increased Public Trust

Key Message: Open government practices can foster transparency and accountability, which can enhance public trust in government institutions.

Explanation: When governments operate transparently, citizens can see how decisions are made and how resources are allocated. This visibility helps to build trust, as citizens can understand decisions, even if they disagree with them, and can hold their officials accountable. Transparency also reduces opportunities for corruption, as the actions of public officials are subject to public scrutiny, which can alert public institutions to take action.

Studies show that governments with high levels of transparency are more likely to gain public trust. For example, countries that consistently publish budgetary data and engage in open dialogue with citizens often report higher levels of trust and satisfaction among their citizens (OGP, 2018, Skeptics Guide to Open Government).

2. Enhanced Decision-Making

Key Message: Engaging citizens in decision-making processes can lead to more informed, effective, and legitimate policies.

Explanation: By involving citizens in policy discussions and decision-making, governments can tap into a broader range of perspectives and expertise. This leads to more comprehensive solutions that better address the needs and concerns of the community. Citizen input can also improve the legitimacy of policies, as people are more likely to support and comply with decisions they helped shape.

Case studies have shown that participatory budgeting and public consultations result in policies that are more reflective of community needs and have higher acceptance and success rates.

3. Improved Efficiency and Effectiveness

Key Message: Open data and transparency commitments can lead to more efficient and effective public administration.

Explanation: Open government practices, such as open data commitments, allow for better analysis and use of public information. This data-driven approach helps in identifying inefficiencies, optimizing resource allocation, and improving service delivery. Additionally, when processes are transparent, it becomes easier to identify and eliminate redundancies.

Research has demonstrated that governments using data-driven approaches experience cost savings and improvements in service delivery. For instance, cities that implemented open data platforms often report enhanced operational efficiency and better outcomes in public services.

4. Strengthened Citizen Engagement

Key Message: Open government practices can empower citizens to actively participate in governance, leading to more responsive and accountable institutions.

Explanation: By creating platforms for citizen engagement, governments enable people to voice their opinions, contribute to policy development, and hold officials accountable. This participatory approach not only strengthens democratic practices but also ensures that public policies are more attuned to the needs and preferences of the community.

Evidence from various democratic nations shows that increased citizen engagement leads to higher levels of satisfaction with government services and greater community involvement in governance.

5. Reputation and Credibility

Key Message: Adopting open government principles can enhance the reputation and credibility of governments.

Explanation: Governments that are recognized for their commitment to transparency and citizen engagement often gain positive international recognition. This enhanced reputation can lead to increased credibility, attracting investments, partnerships, and talent. It positions public officials as leaders in modern governance practices.

International indices and rankings often highlight countries and regions that excel in open government practices, boosting their global standing.

6. Crisis Management and Resilience

Key Message: Open government values can contribute to more effective crisis management and institutional resilience.

Explanation: During crises, such as natural disasters or pandemics, transparent and timely communication is crucial. Open government practices ensure that information is readily available and that citizens are kept informed, which helps manage public expectations and maintain order. Additionally, a culture of openness enhances institutional resilience by promoting adaptability and continuous learning.

The handling of the COVID-19 pandemic showcased how transparent communication and open data helped governments manage public health responses more effectively and maintain public trust.

7. Long-Term Institutional Strengthening

Key Message: Embedding open government practices into public administration can lead to long-term institutional strengthening and sustainability.

Explanation: Open government values help build a culture of transparency, accountability, and continuous improvement within institutions. This long-term approach enhances the capability of public administrations to address future challenges, adapt to new circumstances, and sustain effective governance over time.

Institutions that have embraced open government practices demonstrate greater resilience and effectiveness in governance, as they are better equipped to handle evolving public needs and challenges.

What is the Open Government Partnership?

Familiarize participants with the Open Government Partnership, its framework, standards, and the process of developing action plans. The OGP's framework has been put into practice over more than a decade with tangible outcomes. For this reason, it is recommended that local governments desiring to open their government follow a similar methodology. Participants should know that OGP's network, events, and spaces for peer exchange are also available to them.

Key Messages:

The Open Government Partnership (OGP) is a global initiative that promotes transparency, public participation, and public accountability in government through supporting the co-creation and implementation of concrete open government reforms.

OGP's vision is a world where open governments work in partnership with civil society and people to strengthen democracy and deliver better societal outcomes.

- OGP is a voluntary, multi-stakeholder international initiative that aims to support governments to work with civil society to strengthen democracy through the co-creation and implementation of transparency, participation, and accountability commitments.

- OGP's mission is to inspire, connect, and enable an ever-growing community of reformers and champions from government and civil society to take action together.

- OGP's model is built on action and accountability. It provides a robust framework for co-creating and implementing open government reforms, serving as a driving force for turning global, national, and local commitments into tangible actions.

- OGP has found statistical evidence that engaging civil society organizations (CSOs) throughout the co-creation of open government commitments is a strong predictor of ambitious commitments, better implementation, and early results, even when controlling for other factors. Source: [OGP Vital Signs – 10 Years of Data in Review](#)

- OGP empowers national and local actors to define their agendas, focusing on priorities that matter most in their contexts. It encourages ambitious reforms that respond to both national and local needs, fostering innovation and localized solutions. [National](#) and [Local](#) action plans are key in this regard.

- OGP provides a network of governments and civil society organizations that can help promote open government reforms through knowledge sharing, political support, and inspirational storytelling. This network is open to all governments, whether at the central or local level, working towards greater transparency, participation, and accountability.

What is the Congress of Local and Regional Authorities of the Council of Europe?

Familiarize participants with the Congress as a [European assembly of local and regional elected representatives](#) within the Council of Europe, as well as with its [Centre of Expertise for Multilevel Governance](#), which develops and implements demand-driven co-operation projects in response to political dialogue on the ground, and the monitoring of the provisions of the European Charter of Local Self Government in the Council of Europe member states. Highlight that the Congress has supported and accompanied a wide range of local and regional authorities in Europe to localise and implement open government principles, and to foster multilevel dialogue and co-operation.

Key Messages:

The Congress has adopted a wealth of standards on local democracy and local self-government, including [Resolution 435 (2018) and Recommendation 424 (2018) on Transparency and Open Government](#), accompanied by a [practical guide](#).

- The Congress highlights that local governments are granted a degree of autonomy over the distribution of resources, play an intermediary role with regard to central governments, and represent the first interface between citizens and elected representatives. Therefore, they play a crucial role in building citizen trust and fostering participatory decision-making, which is the basis for any government to function effectively. The professionalism and integrity of local governments and administrations, along with their ability to function in a transparent, responsive, and accountable manner, can lead to enhanced, fair, and equitable services for citizens.

- The work of the Congress and its Centre of Expertise for Multilevel Governance is grounded on the [12 Principles of Good Democratic Governance](#), which include open government principles such as public ethics, accountability, openness, and transparency.

- The Congress created a series of country-specific [Handbooks on Open Local Government and Public Ethics](#), including one for Ukraine. All this content is provided for free on the "[bE-Open](#)" online tool, which aims to support local authorities in improving the quality of local democracy by offering practical guidance on public ethics, accountability, transparency, and citizen participation.

- The Congress adopted the [European Code of Conduct for all Persons Involved in Local and Regional Governance](#). It takes into account the new challenges facing local authorities and is based on three observations: the need to extend its scope to all persons involved in the provision of public services; the opportunity offered by the digitalization of public services for more transparency while respecting private data; and the need to protect de facto whistleblowers of corruption.

- The Congress has worked extensively on the prevention of corruption and in the promotion of public ethics. It has adopted [six thematic reports](#) on the misuse of administrative resources during electoral processes, transparent public procurement, open government, conflict of interest, the protection of whistleblowers, and fighting nepotism within local and regional authorities.

What does it mean to co-create open government commitments?

1. Co-creation of open government commitments involves the government working together with citizens, civil society organizations, and other stakeholders to identify issues, design, and implement commitments that address these challenges by making the government more open.

2. Co-creation is a participatory methodology that has shown it can improve the design and implementation of open government reforms.

3. Co-creation helps build a culture of open government through learning by doing.

4. A co-creation process can be divided into five phases.
    a. *Prepare*: This phase focuses on bringing together the people, inside and outside of government, who will be part of the co-creation process.
        i. Co-creating open government commitments is not a one-person job; hence, it is essential to take the time to identify the right people to be part of this process.
    b. *Discover and Define*: This phase focuses on collectively identifying concrete problems to resolve by utilizing open government approaches and defining the open government commitment to implement.
        i. Open government commitments that tackle concrete problems are more likely to be implemented and yield results.
    c. *Draft, Validate & Launch*: This phase focuses on drafting the open government initiative, ensuring the necessary validation inside and outside of government, and launching it.
        i. Drafting and publishing the commitments is crucial because it allows people to understand the commitment and allows stakeholders to monitor and extract lessons from design and implementation.
    d. *Implement*: This phase focuses on keeping the implementation of commitments on track to ensure results.
    e. *Learn*: This phase focuses on monitoring commitments, extracting lessons, and promoting accountability.
        i. Learning about open government commitments promotes better implementation through the periodic monitoring of activities, course correction if necessary, and extracting lessons that can inform future commitments within and outside the jurisdictions.

The following modules will delve deeper into each of the five phases of co-creation.

Suggested Session Outline

Module 1: Introduction to Open Government, the OGP, and Co-creating Open Government Commitments

Suggested time: 60 minutes

Time (min)	Topic	Key points for trainers	Activities	Slides	Supporting Materials
0:00 - 0:05	**Welcome**	- Introduce the trainers, housekeeping rules, and the session agenda	Presentation by the moderator or lead trainer.		
0:05 - 0:15	**Participants introduction activity**		**Icebreaker Activity**: Participants introduce themselves and share one experience of transparency or citizen engagement in their work.		
0:15 - 0:25	**What is open government?**	- Use real-world examples to illustrate the value proposition of open government. - Encourage participants to think about how these benefits can be realized in their own contexts.	**Presentation by the moderator or lead trainer.** **Suggested Discussion**: How do participants perceive open government in their current roles?	Module 1 - Slides 3 - 14	- OGP Skeptic's Guide to Open Government - Copy of Module_1 Onboarding OGP Local 2024 (ENG) - OECD Open Government: The Global Context and the Way Forward - Practical Guide on Transparency and Open Government - Handbook on Open Local Government and Public Ethics - "bE-Open" online tool
0:25 - 0:35	**What is the Open Government Partnership?**	- Emphasize the resources and opportunities OGP presents to share and learn. - Share links where to get more information on OGP.	**Presentation by the moderator or lead trainer.**	Module 1 - Slides 15 - 25	- OGP Website - OGP Local Website - OGP Brochure - Democracy Beyond the Ballot Box - OGP at Ten

0:35 - 0:45	**Co-creating Open Gov. Initiatives**	- Emphasize the value proposition for co-creating commitments.	**Presentation by the moderator or lead trainer.** **Suggested Discussion**: What comes to mind when you hear co-creation?	[Module 1 - Slides 26 - 31](#)	- [OGP Vital Signs](#) - [Co-creation in Government](#)
0:45 - 0:55	**Q&A Session: Open the floor for any final questions.**				
0:55 - 0:60	**Conclusion**		**Closing by the moderator or lead trainer.**		

Module 2 - Preparing for Co-Creation, Discovering and Defining Commitments

About | Objectives | Audience | Topics & Messages | Session outline & Materials

About this Module

This module will introduce the steps identified by OGP for the co-creation process and the _Playbook for Independent Reformers_. Breaking down the co-creation process into smaller steps helps government officials and civil society organizations to plan appropriately to develop and agree on open government commitments with input from a range of stakeholders. The _Playbook for Independent Reformers_ is a reference document that suggests concrete activities and tools to carry out each co-creation step successfully.

This module will focus on:
1. How to prepare for a co-creation process, focusing on stakeholder engagement.
2. How to identify and prioritize real-world problems that can be solved through open government approaches.
3. How to identify and draft robust open government commitments and build a support network for their implementation.

Objectives

By the end of this module, trainers will be able to:

*   Show reformers the suggested steps to co-create open government commitments and introduce the _Playbook for Independent Reformers_ - a one-stop resource for co-creation guidance and tools.
*   Guide reformers on preparing to carry out a co-creation process successfully.
*   Support reformers in identifying spaces and processes for co-creation.
*   Guide those participating in co-creation processes on the importance of and methods for identifying and prioritizing problems for their commitments.
*   Teach reformers how to develop SMART commitments aligned with the open government values.
*   Guide those proposing and leading commitments in building networks of key stakeholders for implementation.

Main Audience

The primary audiences for the module are government officials leading the co-creation of open government commitments, as well as government officials and civil society stakeholders involved in the co-creation and implementation of the commitments.

Topics and Key Messages

What is the co-creation process?

Co-creating is a process where government officials collaborate with other stakeholders, both within and outside the government, to identify and define open government commitments. This process must be planned and resourced adequately to reach its intended goal. OGP Local has broken down the co-creation process into five phases, each with specific steps.

**Table 1. OGP Local Co-creation phases and steps**

Phase 1. Prepare
  1.1 Build a Team
  1.2 Identify a Forum
  1.3 Develop a Roadmap
  1.4 Raise Awareness
 	
Phase 2. Discover and Define
  2.1 Identify Opportunity Areas
  2.2 Prioritize Opportunity Areas
  2.3 Identify Solutions
  2.4 Build a Commitment Support
       Network
	Phase 3. Draft, Validate & Launch
	  3.1 Draft the Strategic Vision
	  3.2 Draft Commitments
	  3.3 Validate & Approve
	  3.4 Launch the Initiative
	
	Phase 4. Implement
	  4.1 Stakeholder Involvement
	  4.2 Monitor Commitments
	  4.3 Share Your Progress
	
	Phase 5. Learn
	  5.1 Plan the Learning Journey
	  5.2 Gather & Systematize Information
	  5.3 Prepare your monitoring and learning assessments

Figure 1. OGP Local Co-creation Cycle
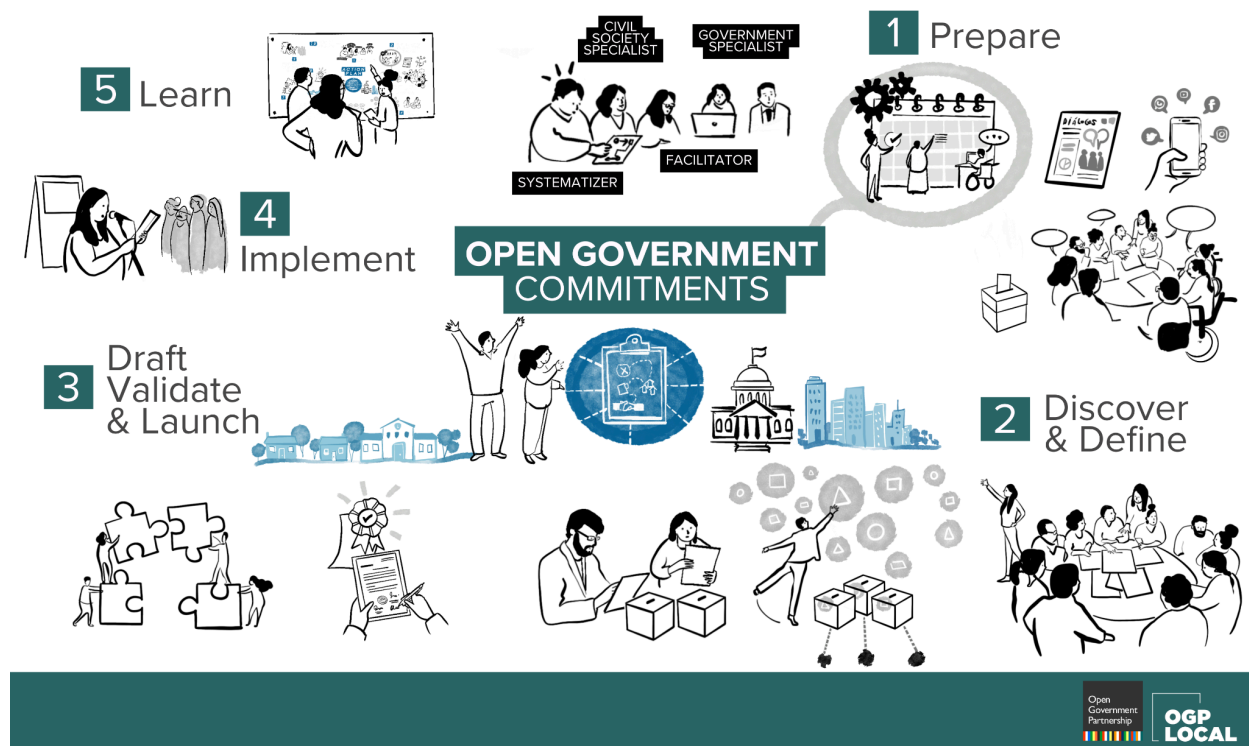
What is the OGP Local Co-creation Playbook for Independent Reformers?

The *OGP Local Co-creation Playbook for Independent Reformers* is a one-stop resource that contains concrete tasks, resources, and examples based on the five phases of the co-creation process. All the relevant information for each step is contained within one page of the playbook with links to additional resources, including examples, guidance, templates, and tools.
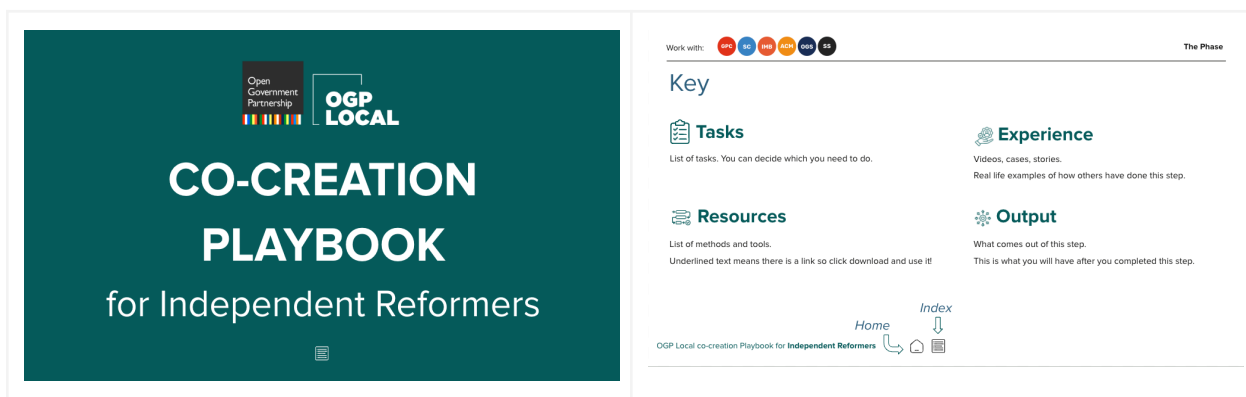
Trainers and reformers must familiarize themselves with the *Playbook for Independent Reformers*, as it is a key resource for co-creation support.

Phase 1 of the Co-creation Cycle: Prepare

The first phase of the co-creation cycle will focus on four key steps: building a team, identifying a forum for participation, developing a road map, and raising awareness.

Step 1.1. - Building a team

Key Message: Preparation is key to having a successful co-creation process. The principal resource needed is the right people within the government to organize and carry out the co-creation process and forge collaboration with non-governmental stakeholders who will be part of the process.

Explanation:

- To co-create open government commitments, it is necessary to gather a group of people - a team - that will be part of the process.
- The Local Government should assess the skills required for a co-creation process, map current staff resources, and assign clear roles to participants.
- The *Playbook for Independent Reformers* suggests typical roles that are helpful during a co-creation process.
- It also provides a stakeholder map template to identify the skills and the people within the government that can be part of the co-creation process.

Step 1.2. - Identify a Forum

Key Message: The co-creation process requires the participation of persons outside of government. It is recommended that a regular space be identified - whether already existing or newly created - to carry out the co-creation and coordination process of open government commitments.

Explanation:

- To make a co-creation process efficient and impactful, it is essential to identify the mechanism to engage people outside of government who should be part of the process.
- OGP recommends identifying existing spaces, like programs, committees, and processes that engage their citizens, which can be used as a forum for the open government co-creation process. In case there are no suitable spaces, a new forum can be explicitly established to co-create and coordinate the open government commitments.

- A forum can be a formal or informal space. In any case, clear rules must be shared, including who participates, how often, methods of communication, expectations, and responsibilities.
- When a wide array of stakeholders is involved from the start, they develop a sense of ownership over the commitments, which strengthens the implementation phase. This also lends legitimacy to the commitments, as they represent the views of multiple actors.
- Relevant stakeholders can include civil society, experts in open government, academia, youth groups, businesses, etc.
- The more diverse the voices in the co-creation process, the better the results can be. By including a broad range of stakeholders—such as civil society organizations (CSOs), the private sector, youth groups, women's organizations, and marginalized communities—commitments will reflect the needs of all segments of society.
- To support this step, the *Playbook for Independent Reformers* provides a guide to plan meaningful engagement as well as stakeholder mapping and classifications tools, which help governments identify who needs to be involved and ensure no key stakeholders are missing.
- Engaging citizens and civil society in the co-creation process can build trust between the government and its citizens. It shows that the government values and acts upon public input, which fosters a collaborative relationship between the two.

1.3. - Develop a Roadmap

Key Message: To plan properly and stay on track, local governments are advised to plan their co-creation process and develop a roadmap. A roadmap should outline the steps the government will take to fulfill its open government commitments. It includes a timeline, main tasks, and responsibilities.

- The *Playbook for Independent Reformers* provides a step-by-step guide to develop a roadmap, as well as a template that can be downloaded and adapted.

1.4. - Raise Awareness

Key Message: When starting any government reform, it is essential to raise awareness of the government's plans. This helps inform relevant stakeholders in and outside government and can contribute to garnering support. It is even more important to raise awareness about when the government plans to hold an engagement process with non-governmental stakeholders. Many engagement processes fail due to insufficient awareness raising and communication about the process.

- Building on the identification of key stakeholders from steps 1.1 and 1.2, assess your primary audience and their awareness level collectively.
- Consider holding meetings to raise awareness among government stakeholders and carrying out an awareness campaign for non-governmental stakeholders.
- The *Playbook for Independent Reformers* provides examples of awareness-raising activities and tools to help identify and develop a communications plan.

Phase 1 Summary

- Identifying the correct persons to recruit and planning the co-creation process is key to success.
- Local Government should take the time to identify individuals within and outside the government to engage and utilize existing spaces or mechanisms for co-creation when possible.
- Stakeholder engagement is critical because it ensures that the open government commitment is not developed in isolation by the government.
- Engaging the community from the beginning increases the likelihood of successful implementation, as stakeholders are more likely to support commitments they helped design.
- A clear roadmap is an essential tool to map the activities, identify their sequence, and understand how each activity relates to the others, thereby keeping the co-creation process on track.

Phase 2 of the Co-creation Cycle: Discover and Define

Once the initial preparation has occurred, the local government will be ready to start the second phase of the co-creation cycle. This phase focuses on identifying current problems that can be addressed using open government approaches and defining the commitments. Lastly, as commitments start taking shape, it is recommended that the people who can support their implementation be identified.

Step 2.1. - Identify Opportunity Areas

Key Message: Open government commitments are more likely to have a meaningful impact when they respond to real and current needs that the community is facing. These can be problems faced by citizens or governments in carrying out their mandates. These problems are opportunities where open government approaches can contribute to their resolution.

Explanation:

- Open government commitments are most effective when they address real needs. Therefore, it is recommended to involve those impacted by an issue in the design and implementation process.
- It is essential to determine the political, financial, and technical feasibility of tackling problems and implementing open government commitments. It is best to be upfront about challenges that might be experienced in these areas so that the co-creation process can identify impactful commitments.
- To develop impactful open government commitment, it is essential to thoroughly understand the problem, its root causes, and the open government dimensions of the problem.
- If an open government commitment does not solve a real problem, it will have limited impact.
- To support the understanding of the root causes of a problem, the *Playbook for Independent Reformers* offers a *Problem Definition Exercise*, a series of questions that can help identify the root cause of a problem.
- The *Playbook for Independent Reformers* provides a *Problem Definition Checklist*, which helps ensure that a problem is well identified.

Step 2.2. - Prioritize Opportunity Areas

Key Message: It is common for many problems and opportunity areas to arise during a participatory process. Especially when the stakeholders are diverse, it is essential to prioritize the problems to ensure that the most impactful yet achievable are implemented. In addition, some problems require a phased approach, which means some actions need to come before others to achieve the expected outcome.

Explanation:

- Once a long list of problems and opportunities has been identified, OGP recommends selecting a priority set of them.
- There are different methods and criteria to prioritize such problems. To support local governments in this task, the *Playbook for Independent Reformers* provides a *Problem Prioritization Exercise* and a template of a prioritization matrix.
- Select the top problems to resolve and compare them with current plans to ensure there are no duplications and that they are feasible to implement.

Step 2.3. - Identify Solutions

Key Message: Once the problem has been identified and prioritized, the next step is to identify an open government commitment that can contribute to its resolution. Tapping

into the collective knowledge of stakeholders within and outside of the government is key to driving innovation and proposing impactful commitments.

Explanation:

- Based on the prioritized list of problems, local governments can brainstorm open government commitments with their non-governmental stakeholders. To support this, the *Playbook for Independent Reformers* provides a *Solutions Mapping Exercise*.
- Consider existing open government commitments used in the past or other jurisdictions.
- For inspiration about open government commitments, review the available Open Government Approaches module below. Including the:
  - OGP Data Dashboard, which contains all OGP commitments that can be searched by topic and region;
  - Open Gov Guide, which provides concrete recommendations, examples of reforms, and international standards and guidance; and
  - The Open Gov Challenge is a call to action for open government reformers to raise ambition in ten areas of open government.
- The *Playbook for Independent Reformers* provides a *Solutions Checklist*, which contains questions to ensure the commitment is more likely to have impactful results.

Step 2.4. - Build a Commitment Support Network

Key message: Once the commitments have been identified, it is an excellent moment to identify persons and organizations that will support their implementation. Engaging key stakeholders within and outside government can help the success of the commitment. These can include individuals within the government who need to approve, support, and allocate resources; external entities that can support implementation through specific activities or projects; or experts who can offer advice and provide feedback.

Explanation:

- Open Government commitments require buy-in, support, and resources for their completion. It is strategic to engage a network of actors to ensure commitments are implemented as planned.
- It is recommended to map relevant stakeholders for each commitment. To achieve this, the *[Playbook for Independent Reformers](#)* provides a *Commitment Support Network Building Exercise*, with questions that can help identify the relevant stakeholders and guidance on the different roles they can take.
- Persons responsible for the commitments should engage the mapped stakeholders before finalizing a commitment.

Phase 2 Summary

- Identify and prioritize the problems that can be resolved by adopting open government commitments. Compare these priorities with current plans and resources to ensure that open government commitments can be fully implemented.
- Identify open government commitments based on actual and timely problems to promote impactful results.
- Before finalizing a commitment, map out relevant stakeholders and engage them to support its adoption and implementation.

Suggested Session Outline

Module 2: Preparing for Co-Creation, Discovering, and Defining Commitments

Suggested time: 150 minutes

Time (min)	Topic	Key points for trainers	Activities	Slides	Supporting Materials
0:00 - 0:05	**Welcome**	- Introduce the trainers, housekeeping rules, and the session agenda	Presentation by the moderator or lead trainer.		
0:05 - 0:15	**Introduction to the Co-creation Cycle and the OGP Local Playbook for Independent Reformers**	- Present the co-creation cycle and the different phases within it. - Present the Playbook for Independent Reformers and how to use it	**Presentation by the moderator or lead trainer.**		
0:15 - 0:55	**Phase 1 - Preparing**	- Review the steps within the preparation phase. - Highlight the importance of assembling a core internal team to support the co-creation process. - Support in identifying available spaces for participation to co-create open government commitments. - Recommend the development of a roadmap. - Highlight the importance of raising awareness of key stakeholders before co-creation begins.	**Presentation by the moderator or lead trainer.** **Suggested Discussion**: - What resources do you have in your government to support co-creation? What do you need? **Suggested activities:** - Mapping and assessing participatory spaces for co-creation. - Develop a first draft of a co-creation road map.	Module 2: Slides 1 - 6	- OGP Local Co-creation Playbook for Independent Reformers

0:55 - 1:35	**Phase 2 - Discover and Define**	- Highlight the importance of identifying concrete problems. - Introduce the recommended tools to identify the root problem. - Introduce the solutions mapping tools.	**Presentation by the moderator or lead trainer.** **Suggested activities:** - Perform a *Situating Your Commitment Starting Point* exercise. - Perform an exercise to map problems and identify the root cause. - Perform an exercise to identify possible open government solutions to the problem(s) identified.	Module 2: Slides 7 - 38	- OGP Local Co-creation Playbook for Independent Reformers
1:35 - 2:05	**Phase 2 - Building a support network**	- Highlight the importance of identifying a support network.	**Presentation by the moderator or lead trainer.** **Suggested Discussion**: - How can organizations support the implementation of a commitment? Which organizations could be approached?	Module 2: Slides 39 - 46	- OGP Local Co-creation Playbook for Independent Reformers
2:05 - 2:20	**Q&A Session: Open the floor for any final questions.**				
2:20 - 2:30	**Conclusion**		**Closing by the moderator or lead trainer.**		

Module 3 - Drafting, Implementation, Sharing, and Learning

About | Objectives | Audience | Topics & Messages | Session outline & Materials

About this Module

This module will continue the phases of the co-creation cycle. Phase 3 suggests good practices for drafting open government commitments, while Phase 4 focuses on actions to support their implementation. The OGP process suggests continued engagement with stakeholders within and outside government beyond co-creating commitments. Lastly, Phase 4 will review how to promote accountability and learning for open government commitments.

Objectives

By the end of this module, trainers will be able to:
- Show good practices for drafting open government commitments based on OGP Local's recommended templates.
- Provide suggestions on launching the commitments.
- Propose activities to ensure adequate and timely implementation of commitments.
- Support in developing a learning and accountability plan for the commitments.

Main Audience

The primary audience for the module includes government officials leading the co-creation of open government initiatives, as well as government officials and civil society stakeholders involved in the co-creation and implementation of these initiatives.

Topics and Key Messages

Phase 3 Draft, Validate, Launch

The third phase of the co-creation cycle has four key steps: drafting a strategic vision, drafting a commitment, validation and approval, and finally, launching the commitment(s).

Step 3.1. - Draft the Strategic Vision

Key Message: A strategic vision is a clear and compelling long-term goal or direction a government aspires to achieve. It outlines a desired future state and serves as a guiding framework for decision-making, planning, and resource allocation of open government commitments. Drafting a strategic vision is an exercise by the government and civil

society to think about how the commitments contribute to a long-term goal instead of focusing only on short-term gains. OGP Local suggests using the [Open Government Strategic Vision template](#), which also asks questions to provide accountability for the co-creation process and how the commitments will be monitored.

Explanation:

- An open government commitment should not be an isolated activity that only meets a short-term need. Instead, it should contribute to a broader goal of making the government more transparent, participatory, and accountable in the long run.
- Every government is different, and each local government's ultimate goal of becoming more open varies. The journey to achieve this is specific to each jurisdiction.
- It is essential to draft the ultimate goal for an administration and envision the journey to achieve it, given the local context.
- To avoid developing commitments that are not contributing to a broader long-term goal, it is recommended that a strategic vision be co-created before commitments are finalized.
- The strategic vision should be developed with actors within and outside of government.
- The [Open Government Strategic Vision template](#) can be used as a model.
- The [Open Government Strategic Vision template](#) also asks questions that provide accountability to the co-creation process and make transparent the mechanisms for follow-up for the commitments.

Step 3.2. - Draft Commitments

Key Message: Experience has demonstrated that adequately drafting an open government commitment can help in its implementation and assessment of results. A commitment should be SMART (Specific, Measurable, Actionable, Realistic, and Timebound). To help draft an open government commitment, the OGP Local suggests using the [Open Government Commitment Template](#).

Explanation:

- Adequately drafting a commitment is vital as it ensures it is well-designed and transparent. This allows for a better assessment of results.
- The [Open Government Commitment template](#) can be used as a model.
- The information gathered during the discovery and definition phase can be used to complete the suggested template, especially the information on the problem definition and solutions mapping.

Step 3.3. - Validate and Approve Commitments

Key Message: Once the strategic vision and commitments have been drafted, they should be validated by the stakeholders involved within and outside government. It is a good moment to ensure all relevant persons, especially decision makers and implementers, are aware and on board with implementing the commitments.

Explanation:

- Once the strategic vision and commitments are drafted, it is important to review whether the key stakeholders are supportive and understand their role.
- In some cases, formal approval from the Mayor and Local Council may be necessary before publishing the commitments.
- A good practice is to share the draft strategic vision and commitments with key stakeholders within and outside of government to:
    - gather final feedback from stakeholders,
    - seek validation from the stakeholders involved in the commitment implementation, and
    - obtain approval from decision makers.
- Validation can be done through meetings, roundtable discussions, or public events, while formal approval must follow the local institutional procedures.

Step 3.4. - Launch the Initiative

Key Message: After validating and approving the strategic vision and the commitments, the government can publicly launch the open government commitments. This can be done through a public presentation event and by utilizing social media and other media channels to share the commitments with the broader public.

Explanation:

- It is essential to share the government's efforts to become more open since the ultimate beneficiaries of transparency, public participation, and public accountability are the residents and local civil society.
- A launch event can also help garner commitments support and foster engagement for implementation and monitoring.
- The *Playbook for Independent Reformers* offers guidance on conducting successful engagement activities, along with examples.

Phase 4 of the Co-creation Cycle: Implementation

After commitments have been co-created, implementation begins. Engagement during implementation can take many forms, such as sharing implementation responsibilities, monitoring progress, and keeping stakeholders aware of progress.

Step 4.1. - Maintain Stakeholder Engagement

Key Message: It is essential to keep stakeholders involved and informed while implementing commitments, especially those directly involved in the ideation and definition of a commitment. An excellent place to start is to convene regular meetings to discuss progress, identify roadblocks, and propose solutions.

Explanation:

- Once co-creation has been finalized, there may be a tendency to stop the collaboration between government and non-government stakeholders. However, Local governments must strategically engage relevant stakeholders throughout the implementation phase to support successful and impactful commitment outcomes.
- Regular progress meetings with a clear goal of identifying roadblocks and crowdsource solutions are an excellent way to engage stakeholders in implementing commitments.
- Map the stakeholders that need to be involved, as this may be a different group that participated in the co-creation process.
- Look back at the stakeholders identified and engaged in *Step 2.4. - Build a Commitment Support Network*.

Step 4.2. - Monitor Commitments

Key Message: To ensure adequate implementation, the government must monitor the progress of the commitment to correct course as necessary.

Explanation:

- Monitoring is essential to keep track of the progress of any project. This information includes who is involved in the commitment, what the planned milestones and timelines are, and what the overall expected result is.
- Meet with the stakeholders involved in the commitment implementation regularly and discuss progress based on the agreed milestones.

- Government and non-government stakeholders involved in the commitment should discuss any modifications needed to the commitment based on the context.

Step 4.3. - Share Your Progress

Key Message: Sharing progress in implementing a commitment is a good practice in transparency and contributes to keeping the excitement and support for the initiatives. OGP Local recommends sharing progress regularly using existing communications channels.

Explanation:

- Publicly sharing progress can help maintain engagement and interest in open government commitments.
- Public attention is an incentive for the timely and complete implementation of commitments and creates opportunities for feedback.
- The *Playbook for Independent Reformers* provides a SWOT analysis template to identify the opportunities for effective communications.
- It is recommended that stakeholders responsible for their commitment identify which milestones they can share progress on.

Phase 5 of the Co-creation Cycle: Learn

To make governments open is a journey that requires many iterations of commitment. Each open government commitment should be an opportunity to learn how to co-create and implement future commitments. The last phase of the co-creation process focuses on four key activities to promote learning with and outside of the government.

Step 5.1. - Plan the Learning Journey

Key Message: The planning of the learning journey must start at the beginning of the co-creation process. Planning the learning journey is vital because learning requires adequate preparation.

Explanation:

- Planning of the learning process starts during the first phase, which consists of selecting an independent monitoring body.
- OGP recommends selecting an independent monitoring body to support the learning because:
    - Assigning a person(s) the responsibility of promoting learning increases the likelihood of success.

- ○ Independence from the co-creation process allows for an unbiased opinion of what was done well and where improvements can be made.
- ○ Independence also lends legitimacy to the recommendations delivered as part of the learning process.
- It is recommended first to identify the learning objectives (questions to be answered) and accountability requirements, such as any reporting requirements to the local council or donors.
- Governments must develop a learning plan with the independent monitoring body to identify necessary inputs, methods of capturing and processing information, desired reports, and timelines.

Step 5.2. - Gather and Systematize Information

Key Message: To carry out the learning and accountability reports, information and data on activities and results are necessary. OGP recommends gathering information during the entire co-creation and implementation process.

Explanation:

- Based on the learning plan and questions identified, the government and monitoring body need to identify what information is required and the methods for gathering it.
- Information may be held by the government as well as non-government actors.
- OGP recommends consulting all responsible stakeholders for commitment implementation and informing them of the information requirements to ensure their contribution.
- It is recommended to have one repository of information, for example, a shared online folder.

Step 5.3. - Prepare the accountability & learning reports

Key Message: Accountability and learning reports are an excellent way to capture the results of open government initiatives and share the lessons with relevant stakeholders. These reports accurately record the results, highlighting what was done well, what could be improved, and how, if possible.

Explanation:

- The [Local Open Government End-of-Commitment template](#) can be used to capture lessons and results.
- Utilize the information gathered during the co-creation process.

- Ensure that the accountability reports and lessons are shared with key stakeholders and referred to during future co-creation processes.

Suggested Session Outline

Module 3: Preparing for Co-Creation, Discovering, and Defining Commitments

Suggested time: 150 minutes

Time (min)	Topic	Key points for trainers	Activities	Slides	Supporting Materials
0:00 - 0:05	**Welcome**	- Introduce the trainers, housekeeping rules, and the session agenda	Presentation by the moderator or lead trainer.		
0:05 - 0:45	**Phase 3 - Drafting, Validating, and Launching**	- Review the steps within the drafting phase. - Emphasize the importance of crafting a SMART open government commitment and developing a compelling narrative. - Remind the importance of identifying what the validation and approval needs are and review the implications it may have in the co-creation process. - Recommend carrying out a launch event.	**Presentation by the moderator or lead trainer.** **Suggested Discussion**: - What is considered a SMART commitment, and what are the tangible benefits? **Suggested activities:** - Review and assess examples of strategic visions and open government commitments. - Map and brainstorm ideas for launch activities.	Module 3 Slides 4 - 32	- OGP Local Co-creation Playbook for Independent Reformers
0:45 - 1:25	**Phase 4 - Implementation and Sharing**	- Review the steps within the drafting phase. - Emphasize the importance of maintaining stakeholder involvement throughout the implementation phase, from the inception of the co-creation process. - Remind of the importance and methods to monitor commitment implementation.	**Presentation by the moderator or lead trainer.** **Suggested Discussion**: - What are the challenges to stakeholder engagement in implementation, and how can they be overcome? **Suggested activities:**	Module 3 Slides 32 - 54	- OGP Local Co-creation Playbook for Independent Reformers

		- Recommend the continuous sharing of progress.	- Map and brainstorm communication activities for sharing progress.		
1:25 - 2:05	**Phase 5 - Learning**	- Review the steps within the drafting phase. - Highlight the importance of developing a learning plan from the inception of the commitment co-creation process. - Remind of the importance of embedding learning from the start of the co-creation process and its ongoing nature. - Review recommended reporting templates.	**Presentation by the moderator or lead trainer.** **Suggested discussion**: - What does it mean to learn from the co-creation and implementation of an OG commitment? **Suggested activities** - Identify learning questions and draft a mock earning plan.	Module 3 Slides 55 - 74	- OGP Local Co-creation Playbook for Independent Reformers
2:05 - 2:20	**Q&A Session: Open the floor for any final questions.**				
2:20 - 2:30	**Conclusion**		**Closing by the moderator or lead trainer.**		

Module 4 - Resources to Advance Open Government Approaches

About this Module

This module equips trainers with the knowledge and resources necessary to identify ambitious open government reforms. The module navigates stakeholders through various open government policy resources for the local level and helps stakeholders identify and draw inspiration from successful local open government initiatives from around the world.

Objectives

By the end of this module, trainers will be able to:

- **Introduce the open government values** relevant to open government at the local level.
- **Navigate** and **utilize policy resources** to inform the identification and development of open government commitments, and highlight **additional materials** available to local reformers.
- Identify and **provide examples** of successful local open government reforms across policy areas relevant to local governments.

Audience

- The primary audience for the module includes government officials leading the co-creation of open government initiatives, as well as government officials and civil society stakeholders involved in the co-creation and implementation of these initiatives.

Topics and Key Messages

Introduction to open government values and their application to policy areas at the local level

Key message: The open government principles are transparency, public participation, and public accountability. These values can be implemented as specific stand-alone policies and processes, for example, access to information policies or participatory processes, or they can be applied to a policy area, sector, or government function. Once

a specific problem has been identified, local open government reformers must define which open government policy or practice is best suited to contribute to the solution.

Open government values and their application in specific policy areas relevant to local governments

The open government principles apply to many policy areas and government functions. Independent of the level of decentralization and attributions, these values can underpin virtually any policy area within the scope of local government competencies.

Below are the key definitions based on the OGP Glossary and examples that demonstrate how they can be applied to various policy areas.

Transparency occurs when government-held information (including on activities and decisions) is accessible, comprehensive, timely, freely available to the public, and meets basic open data standards (e.g., raw data, machine readability) where formats allow. Transparency empowers citizens to exercise their rights, hold the government accountable, and participate in decision-making processes.

Local level policy areas could include:
- Public financial management
- Open data and digitalization
- Environmental and climate information
- Access to information
- Public service delivery
- Urban planning and development
- Crisis management and response

A transparent policy at the local level might:
- Provide open access to government-held information, including data and documents on municipal activities, public services, and community issues.
- Include all forms of information, such as municipal contracts, meeting minutes, permits, and local regulations.
- Release information proactively and reactively, offering regular updates and responding promptly to public requests under freedom of information laws.
- Enhance accessibility and usability of information by providing data in machine-readable formats and meeting open data standards.
- Establish mechanisms like information offices or ombudspersons to assist citizens in accessing information.
- Make the rationale behind local policies and decisions publicly available.
- Lower costs and barriers to obtaining information.

Public participation occurs when governments seek to mobilize citizens to engage in public debate, provide input, and make contributions that lead to more responsive, innovative, and effective governance. When citizens are engaged, governments are more responsive, innovative, and effective.

Local level policy areas could include:
- Participatory governance mechanisms
- Community engagement in urban development
- Collaborative design of public services
- Involvement in environmental and climate action
- Participation in crisis preparedness and response
- Engagement of diverse and marginalized groups
- Data-driven civic engagement
- Strengthening civic space through active participation

A policy promoting civic participation at the local government level might:

- Open decision-making processes to all interested members of the public.
- Actively consult, involve, collaborate with, or empower citizens.
- Provide necessary information for meaningful participation.
- Establish mechanisms for residents to voice their opinions, such as public consultations or participatory budgeting.
- Enhance the environment that enables participation, safeguarding freedoms of assembly, expression, and association.
- Ensure participation opportunities are open and inclusive, not limited to select groups.
- Implement feedback mechanisms that allow the government to acknowledge and respond to citizen input.
- Support capacity-building for effective participation.

Public accountability occurs when rules, regulations, and mechanisms are in place that call upon government actors to justify their actions, act upon criticisms or requirements made of them, and accept responsibility for failure to perform concerning laws or commitments.

Local level policy areas could include:
- Oversight and accountability in public services
- Financial accountability mechanisms
- Complaints and redress mechanisms
- Environmental responsibility and accountability
- Accountability in urban governance
- Crisis response and recovery accountability
- Protection of civic rights and freedoms

An accountable policy at the local level might:
- Establish rules and mechanisms requiring officials to justify their actions.
- Include public elements for oversight, not confined to internal processes.
- Provide mechanisms for citizens to express grievances or report wrongdoing, such as complaint systems or hotlines.
- Assign rights, duties, or consequences for officials' actions, creating formal ways to hold officials responsible.
- Make legal mechanisms more accessible and subject to public scrutiny.
- Create public tracking systems for complaints and appeals.

Navigating policy resources for open government

Key message: The variety of OGP resources helps local governments get inspired, identify, and define open government commitments across various policy areas. Resources include documents, databases, and spaces for information exchange.

This section will give an overview and link to the key policy resources offered by OGP:
- The Open Gov Guide
- OGP Dashboard: to filter for information
- OGP Fact Sheets: concise overview of open government topics

Key resources

The Open Gov Guide - available [online](#).

What is it? The Open Gov Guide is an extensive resource that provides detailed guidance on implementing open government reforms across various policy areas. It is a one-stop shop for concrete recommendations, examples of reforms, and international standards and guidance to help reformers. The guide serves as both a repository of best practices and a strategic tool for enhancing governance and fostering stronger relationships between governments and civil society stakeholders. The guide contains policies relevant to both national and local governments and includes some locally specific reforms and examples.

What information does it contain?

The Guide is structured along standalone policy areas relevant to open government. Each chapter (policy area) opens with an overview that explains how the policy area promotes transparency, civic participation, and accountability. It also includes key terms and evidence to highlight why the topic is relevant for stakeholders. To help users take action, the guide provides recommended reforms in alignment with the OGP values.

These are categorized by difficulty of implementation, guiding users in assessing what works in their context. Successful open government reforms are highlighted using real-world examples from across the pool of OGP members. Finally, each chapter addresses information on benchmarking data to assess performance and progress, along with a collection of resources, guidance, and standards to support further open government reforms.

While some chapters apply principally to national governments, many apply to the local level. These are highlighted in the "The Role of Local Governments" section.

When to use it:
Local stakeholders can use the Open Gov Guide to:
- Identify relevant policy areas (see module 2 on practical guidance).
- Assess the current implementation level to set realistic goals for open government reforms.
- Review the recommended reforms depending on the implementation level required/useful for the local context.
- Get inspired by examples.
- Take steps to contextualize specific policy reforms.

OGP Data Dashboard - available [online](#).

What is it? The OGP Data Dashboard offers a search platform across all commitments at the national and local level submitted by OGP members in the framework of their open government action plans.

What information does it contain? The OGP Data Dashboard contains searchable information on members' action plans, commitments, themes, implementation status, and impact across OGP members. The dashboard provides comprehensive data and visualizations that help to track initiatives, compare progress, and identify trends and best practices. Many datasets are available for download and further use. The dashboard can filter according to location, level of government, policy area, and year.

When to use it?
Local stakeholders can use the OGP Data Dashboard to
- Search for relevant topics and themes across all submitted commitments.
- Monitor and assess OGP members' commitments at the national and local levels.
- Benchmark against other OGP members.
- Identify best practices and innovative solutions.
- Inform data-driven co-creation processes.

OGP Factsheets - available [online](#).

What is it? OGP fact sheets offer a quick look at global progress and member-level examples of open government work in selected policy areas or regions. They help users quickly grasp the essentials of various open government topics, understand their importance, and identify steps to implement reforms.

What information does it contain? Each Factsheet makes the case for advancing a particular policy area, provides an overview of the global status quo and problems faced in this regard, showcases the progress made and commitments defined by OGP members (national), and contains summarized key actions for OGP members to implement. Noteworthy is the fact sheet on [Open State](#), which outlines actors beyond those involved in national action plans who are crucial in advancing open government reforms and provides relevant examples for each. The factsheets on distinct policy areas were last updated in September 2023, and the factsheets on regions were prepared for events taking place in 2022.

When to use it?
Local stakeholders can use the OGP Factsheets to:
- Gain quick insights on relevant topics.
- Use recommendations to inform policy development.
- Learn from OGP members and their reforms.

Additional resources

Beyond the resources mentioned above, the OGP website offers additional materials that provide valuable insights and support for local governments pursuing open government reforms. These resources offer background information on national contexts, address common challenges, and provide additional procedural materials and examples.

OGP Local Roundup: The OGP Local Roundup is a monthly publication that highlights the progress and achievements of OGP Local members. It highlights the latest local initiatives on advancing open government processes, citizen engagement and participation, strengthening networks and partnerships, and presents new tools, opportunities, and resources for local actors. All monthly editions are available [online](#).

IRM Lessons on Local Action Plans 21-22: This publication by the Independent Reporting Mechanism (IRM) presents an evaluation of select OGP Local members' action plans during that period. It provides an analysis of the quality and ambition of these commitments, offering insights into common challenges, recommendations for improving future action plans, and highlighting exemplary commitments and innovative approaches. The report is available [online](#).

OGP Member Pages: These are dedicated profiles about OGP members, outlining information about their open government journey, their current and previous action plans, commitments, related assessment reports, and relevant contact information. Member pages are available for local and national members.

The Skeptic's Guide to Open Government: This publication addresses common misconceptions and challenges associated with implementing open government reforms. It provides strategies and arguments to overcome skepticism among government officials, stakeholders, and the public. The publication, complete with evidence, case studies, and compelling arguments, is available here.

Spaces for interaction and learning

Beyond written resources and databases, OGP provides interactive spaces designed to promote engagement, learning, and collaboration among stakeholders interested in advancing open government. These spaces are open to OGP members and other local reformers.

OGP Local - Deep Dives: In-depth webinars that focus on a theme, providing nuanced information on the topic. They seek to support reformers in co-creating, implementing, and evaluating ambitious open government commitments. These sessions also help connect reformers with global partners and resources. OGP Local Deep Dives are available online.

OGP Local - Local Circles: Communities of practice led by OGP Local members to exchange lessons, knowledge, and inspiration to accelerate the progress of open government reforms. The Circles address key themes relevant to local government from members who are already applying innovative open government solutions to challenges in their communities. Information on the activities of Local Circles, their coordination, and meeting recordings is available online.

Partner resources

Several **OGP-related organizations and resources** are key actors in the aforementioned spaces and provide valuable information, tools, and initiatives. These include:

- Council of Europe's Congress of Local and Regional Authorities and its beOpen action tool for open government and relevant publications on Ukraine
- Association of Ukrainian Cities
- The Carter Center and its local campaign supporting women's access to information

- [OECD and its collection of open government resources](#)
- [International Budget Partnership](#)
- [Infrastructure Transparency Initiative (CoST)](#)
- [Open Contracting Partnership (OCP)](#)
- [National Democratic Institute (NDI)](#)
- [World Resources Institute (WRI)](#)

Working with examples: what to consider

In the case of Ukraine, the following examples of good practice should be considered:
- The [examples of 10 Ukrainian municipalities](#) that led democratic innovations in 2024, with the support of the Congress.
- The OGP Local Action Plans developed by [Khmelnytskyi](#), [Kyiv](#), [Orzhytsia](#), [Ternopil](#), [Vinnytsia](#), and [Zviahel](#).
- The [annual compilations](#) of stories of resilience and co-action in Ukrainian communities in times of war.

When examining best practice examples, it is essential not to take them at face value or attempt to replicate them immediately. The following list of considerations helps reflect on the utility and applicability of examples so they can serve as inspiration or even blueprints for action:

Finding relevant examples
Explore resources like the Open Gov Guide, OGP Factsheets, and the OGP Data Dashboard to find relevant examples from local governments worldwide.

- Focus on examples that align with specific policy objectives or address similar problems.
- Consider contextual factors, including local government size, demographic characteristics, and unique challenges. Examples with similar conditions are more likely to offer relevant insights.

Reading examples with a critical eye
Examine each example's political, structural, and institutional context to understand the factors that influenced its development and effectiveness.

- Consider the resources, capacity, and local government's competencies required to implement the initiative, as these factors affect feasibility in a new setting.
- Analyze how governance structures, legal frameworks, and cultural norms shaped the initiative's design and implementation.
- Reflect on stakeholder roles and dynamics, and consider how these groups contributed to the project's success.

- Review any challenges faced during implementation and the solutions that were applied.

Understanding the bigger picture
View each example within a larger framework of open government initiatives to see its role in supporting long-term goals and strategies.

- Determine whether the example is a one-time effort or whether it is part of a sustained effort encompassing multiple initiatives in a specific policy area.
- Evaluate how the example aligns with broader strategic objectives (like an Open Government Action Plan) to understand its embeddedness and impact.
- Assess whether and how the core values of Open Government interconnect within the initiative.
- Consider the example's potential for sustainable impact and scalability, and determine if the benefits can be maintained over time.

Operationalizing for practical use
Adapt best practices by focusing on transferable processes and tailoring them to fit local contexts for long-term, sustainable results.

- Draw from the initiative's processes rather than replicating structures or outcomes, as these likely differ according to context.
- Identify which aspects of these processes are adaptable and feasible within a new setting. Consider starting with a small-scale pilot before full-scale implementation.
- Evaluate the resources and stakeholders involvement of the initiative to determine how it can be localized.
- Evaluate the scalability of the processes to determine if they can be expanded or replicated beyond the initial context, if successful.
- Plan for adjustments to ensure the initiative remains responsive to changing needs.

Tips & tricks for trainers

Key message: Training sessions on Module 4 should be customized to meet the specific needs of the target group and the usage scenarios faced by government and civil society stakeholders.

- Get to **know the audience** before the session to understand the target group (government representatives vs. civil society representatives vs. intermediaries)
- Begin by conducting a **needs' assessment** to understand participants' priorities, challenges, and their familiarity with open government, OGP, and the resources provided by OGP.
- **Tailor the session** content to align presented policy areas, materials, and best practice examples with participants' specific information needs.
- Use **examples relevant to context or locality** to make external resources relatable and applicable.
- Emphasize **learning by doing** through practical exercises that allow participants to engage directly with the materials covered.
- Help participants **connect the presented materials to their contexts** by prompting them to reflect on potential adaptations, challenges, and resource needs.

Session Outline and Materials

Module 4: Resources to Advance Open Government Approaches.

Suggested time: 60 minutes

Supporting materials and handouts to create:

- *Internal: Slide deck*
- *Audience: handout of key policy areas relevant to the local level, including thematic policy examples*
- *Audience: (digital) handout, collection of links to OGP key policy resources and further materials)*
- *Audience: handout on Tips and tricks for how to work with best practice examples*

Time (min)	Topic	Key points for trainers	Activities	Slides	Supporting Materials
0:00 - 0:05	**Welcome**	Introduce the trainers, housekeeping rules, and the session agenda	Presentation by the moderator or lead trainer.		
0:05 - 0:15	**Introduction to Open Government Policy areas at the local level**	Discuss key open government policy areas relating to open government	Presentation by the moderator or lead trainer. Collect ideas on policy areas from the audience.		
0:15 - 0:25	**Introduction to OGP policy resources**	Introduce Open Gov Guide, OGP Factsheets, OGP Data Dashboard Briefly explain the purpose, what it covers, and the location. Touch on additional OGP resources, including spaces, and mention partners.	Presentation by the moderator or lead trainer Screenshots of key materials Live walkthrough on website, how to navigate from www.opengovernmentpartnership.org -> Resources		

0:25 - 0:35	**Navigating resources + example**	Trying out using materials together: trainer guides participants through finding information about policy area X and understanding content using two resources: Open Gov Guide OGP Data Dashboard	Ask the audience for input on which policy area. Presentation by the moderator or lead trainer: live walkthrough via website to web version of OpenGovGuide and Open Data Dashboard www.opengovernmentpartnership.org		
0:35-0:45	**Finding and understanding inspirational examples**	Showing where to find success stories about the aforementioned policy area, using the OGP Data Dashboard, the Open Gov Guide, or other guidance. Information on how to best understand and use examples	Presentation by the moderator or lead trainer: live walkthrough website www.opengovernmentpartnership.org Collect ideas on how to use examples from the audience best, and give a rundown at the end.		
0:45 - 0:55	Q&A Session: Open the floor for any questions.				
0:55 - 1:00	**Conclusion**		Closing by the moderator or lead trainer.		

Module 5 - Connecting to a Global Community

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About this Module

This module introduces participants to the ways local governments can connect, contribute, and benefit from the global open government (OG) community. By advancing open government reforms locally, authorities not only improve transparency, public participation, and public accountability, but they also become active participants in a global community of reformers. This module explains how to leverage international, regional, and national platforms to collaborate, learn from peers, and amplify the impact of their work. It emphasizes practical ways to engage with national OGP processes, leverage international platforms, and boost initiatives through calls for action. This session also introduces participants to various online communities and networks that support open government efforts.

Objectives

This module aims to:

- Foster an understanding of the importance of connecting with the broader global movement to create synergies between local actions and global agendas.
- Equip local authorities with the tools to collaborate effectively with national governments and align their actions with national and international open government efforts.
- Provide practical guidance on how to engage with online global open government platforms to boost the visibility and impact of local initiatives.
- Introduce local authorities to OGP's global community and participate in international events, webinars, and campaigns.

Audience

This module is designed for local government officials, civil society representatives, and reformers responsible for co-creating and implementing open government commitments. It is particularly relevant for those seeking to deepen their engagement with the global open government community, collaborate with national governments, and leverage international platforms to enhance their local reforms.

Topics and Key Messages

Boost your Open Government commitments through national, regional, and global action.

This topic focuses on how local governments can actively boost their open government commitments through collaborating with national governments, participation in global networks, and aligning local actions with ambitious international efforts. Local authorities can learn how to expand the scope of their open government reforms and increase the visibility of their work.

Key messages and possible actions

Collaborating with your national OGP process for greater impact

Collaborating with your national government can strengthen your initiatives and provide access to additional resources and support. Many national governments are active members of the OGP, with formal commitments to implement open government reforms. Local authorities can benefit from coordinating their initiatives with national OGP processes and action plans. National OGP Points of Contact (PoCs) and Multi Stakeholder Forum (MSF) members are key partners who can help local authorities navigate the national OGP process and explore opportunities for collaboration.

How to do it?

Identify the key stakeholders of your national OGP process and explore ways your local reforms can complement or be coordinated with national action plans. For country contact information, visit the country member pages on the [OGP website](#). *[Progress through Partnership: National-Local Collaboration to Advance Open Government](#)* is a publication that shares some key considerations based on practical experiences on how national governments can collaborate with local governments to advance open government reforms.

Leveraging global calls for action for increased ambition and recognition

The [Open Government Challenge](#) is a call for action inviting government authorities from OGP member countries to develop ambitious reforms in ten areas of open government. By participating in the Challenge, local governments can align their initiatives with international norms and standards and showcase them on a global stage. The most ambitious reformers will be recognized regularly in international fora, featured in inspirational stories, and can share their progress across the OGP community.

How to do it?

Identify local actions that meet the criteria of the Challenge and submit them to OGP for review. Note that successful submissions must meet all eligibility criteria. More information about the challenge is available [online](#).

Participating in the Open Gov Week to amplify your events and learn from the community

Every year, OGP convenes Open Gov Week, where reformers come together in public debates, assemblies, hackathons, and webinars, sharing stories and good practices to accelerate solutions to their most pressing problems and advance democracy.

How to do it?

Take part in Open Gov Week, held annually in May, and organize events that can be spotlighted on the international fora. Showcase your open government efforts through events or participation in others' activities. More information is available [online](#).

Joining the Open Government Online Community

The online community is vital in promoting collaboration, knowledge sharing, and mutual support across the open government community. By joining the global open government online community, local authorities can access resources, engage with like-minded reformers, and stay up-to-date on the latest trends and opportunities in the open government space.

OGP provides a variety of platforms to help local authorities engage with a global network of reformers, stay informed about developments in the field, and contribute their experiences and ideas to the worldwide conversation. Whether through regular communications, online events, or dedicated forums, joining the OG online community helps local governments enhance their efforts and find new opportunities for collaboration and support.

Accessing Platforms for Engagement

OGP offers several platforms —such as newsletters, webinars, and online discussions— that facilitate ongoing engagement between local and national reformers. These platforms are designed to keep local authorities updated on new developments, tools, and global best practices while offering opportunities to hear from local initiatives and experts.

How to do it?
Subscribe to OGP's monthly newsletter through [this link](#), which includes the [OGP Local Roundup](#) — a valuable resource that features stories, opportunities, and insights specifically for local governments.

Participating in Webinars and Thematic Sessions

OGP regularly hosts online webinars and thematic discussions that dive deep into specific topics such as anti-corruption, civic engagement, digital governance, inclusion, and others. These sessions offer opportunities for local authorities to learn from global experts and peers, ask questions, and gain insights that can be directly applied to their open government efforts.

These webinars include the OGP Local Circles, communities of practice led by OGP members to accelerate progress by exchanging lessons from reforms and sharing ideas and projects of open government. The circles address different relevant themes at the local level and highlight jurisdictions that are already showing innovative ways to advance open government values. They are open to government representatives, civil society organization reformers, and open government enthusiasts, whether OGP members or not.

How to do it?
Sign up for OGP's newsletter and the OGP Local Round-up, and regularly check the OGP events calendar and register to attend webinars relevant to your area of focus. More information about the OGP Local Community is available [online](#).

Engaging on Social Media and Blogs

Social media platforms like Twitter, LinkedIn, and Facebook are key tools for staying informed and sharing your local government's open government initiatives with a broader audience.

How to do it?
Follow OGP's official social media accounts and engage with relevant content to stay updated on important announcements, success stories, and ongoing discussions. These contributions can inspire others and increase your visibility within the community.

- [Linkedin](#)
- [Instagram](#)
- [Facebook](#)
- [X](#)
- [Youtube](#)
- [Bluesky](#)

4. Conclusion

This **Training of Trainers Manual** serves as a guide for advancing open government principles within local administrations following the OGP model of co-creation and implementation of commitments. Each module equips trainers, government officials, and civil society with the knowledge and tools to co-create and implement open government policies. By following the steps within, trainers can foment an open government culture that values public input and meets evolving societal needs.

Open government is a continuous journey; its success depends on the shared commitment to adapt, learn, and innovate in response to new challenges. As trainers, your role in shaping and guiding this journey is crucial. The knowledge and skills you impart will empower public officials and communities to work together for a more inclusive, trustworthy, and resilient government.

Let this manual be a foundation for building open government champions who inspire positive change, lead with integrity, and elevate citizen engagement for the benefit of all.