

Prioritizing & Refining Commitments Toward Open Government

A Process Guide for Open Government Partnership Working Teams

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Introduction

In 2016, Reboot provided technical support to five of the 15 Open Government Partnership (OGP) Subnational Pilots as they co-created their first OGP action plans.¹ Reboot supported the working teams of the state and provincial governments of Jalisco, Mexico, and Ontario, Canada; of the county government of Elgeyo Marakwet, Kenya; and of the municipal governments of Austin, United States, and Sekondi Takoradi, Ghana, through tailored shoulder-to-shoulder support and collaboration.

Throughout these collaborations, Reboot observed the different approaches each working team—which comprised both government and civil society actors—brought to their OGP commitment development process. We found dedicated, savvy, and inventive working teams that were finding creative ways to understand and respond to citizen needs, and to develop impactful open government programs.

As working teams moved towards the end of consultation, we saw two common challenges. First, it was difficult to distill citizens' top priority needs. Yet governments needed to do so to focus their attention, resources, and open government agenda on issues that would impact citizens' lives most. Second, working teams struggled to balance ambition and feasibility in defining possible OGP commitments. Most were tempted to define highly ambitious, potentially transformative commitments, but they recognized that sometimes incremental change is most feasible both politically and financially. This process guide aims to address to these common hurdles.

Prioritizing & Refining OGP Commitments: A Process Guide

Informed by Reboot's experiences with the OGP Subnational Pilot Program, this process guide is intended to support working teams as they transition from consultation to commitment development. Before starting this process, we expect working teams to have completed their public consultation process, as recommended by the [OGP Participation & Co-Creation Standards](#).

We have broken the prioritization process into a series of steps and related considerations. Through this process, working teams will convene key stakeholders to:

- Reflect on the public consultation process and determine how it can best inform commitment development;
- Prioritize areas of focus for the OGP action plan; and
- Build buy-in and ownership from stakeholders that will be involved in implementation.

Upon completion of this process, working teams will be equipped to develop robust action plans that advance their open government visions and can make meaningful improvements in the lives of citizens.

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How to Use this Guide

Overview: This tool provides OGP working teams with questions to consider as they develop commitments for their OGP action plans; it is not intended as a prescriptive set of instructions.

Steps: The process is divided into five steps:

Step 1: Reflect on the Process

Determine the strengths and limitations of the public consultation / commitment development process to date. Build a shared understanding of the outputs of public consultation and how they should inform the development of possible commitments.

Step 2: Determine Possible Commitments

Map possible commitments, based on citizen needs surfaced in public consultation and the degree to which they can be addressed through open government initiatives.

Step 3: Assess & Prioritize Commitments

Select the most relevant and impactful commitments to focus on in the OGP action plan process.

Step 4: Refine Commitments

Strengthen and refine the commitments selected, and ensure they are feasible and actionable.

Step 5: Define Next Steps

Determine how to achieve the commitments and how to monitor progress. Determine roles and tasks for commitment implementation, and build ownership among key stakeholders.

Framing: As many OGP commitment development processes take place in (or include) workshops, this tool is arranged as a workshop agenda—but its applications extend beyond the workshop format. Use this guide to design a single conversation, a set of consultations, a series of workshops, or any combination thereof to support commitment development and prioritization.

Elements: In terms of using this tool, look for the following elements under each step:

1. Overview Box

This overview box provides:

1. **Key process guidance** including methods and rationale for using them;
2. **Goals** for the step; and
3. **Constraints** that the working team / facilitators should expect to manage.

Informed by these, working teams can design their own activities to meet the goals of each step. For more in depth guidance, working teams can refer to the Planning Guide provided below each Overview Box.

2. Planning Guide

The Planning Guide contains key considerations and sample activities for each step. Though activities are framed in the context of a workshop, they should be used as inspiration while teams design their own process.

Before You Begin

Before you begin the commitment development process, consider the following steps:

Preparatory Step 1: Gather Your Evidence

Review & Categorize Public Consultation Outputs

Review the outputs from your public consultation process. As you do so, divide them into two categories: i) citizen-identified challenges, and ii) other opportunities for open government impact.

Review Institutional Priorities

Review current institutional and political priorities related to open government. Having a thorough understanding of established priorities may reveal open government champions to partner with or existing open government initiatives to build on.

Preparatory Step 2: Determine Who Should Be in the Room

Bringing together the right people for commitment prioritization helps ensure resulting commitments are both representative of citizen interests and feasible for government implementers. When choosing participants, consider the size of a group and the type of participants needed to achieve these goals. Should this group be just the working team? Or is now a good time to integrate external stakeholders, for a group that is more representative of who the commitments will serve? When should key implementation stakeholders—that is, the agencies likely to be involved in delivering on the commitments—be invited into the process?

Before convening, talk to the people you invite into the process. Light participant research will help you better guide the group, as you will have a better sense of what they hope to get out of the process and what perspective you gain by having them there. This will also help surface participant dynamics and possible sensitivities to prepare for.

Preparatory Step 3: Identify Roles & Responsibilities

Defining roles for key members of the working team will help ensure discussions move smoothly, decisions get made, and stakeholders' opinions are equitably heard. Ideas for roles include:

- **Large Group Facilitators** lead presentations and plenary discussions. They also solicit individual inputs throughout the process, quickly synthesize them, and determine how they can be best used in service of the event goals.
- **Discussion Leads** facilitate small group conversations and ensure each stakeholder's voice is heard. They help keep participants on track, ask probing questions, and represent their small group's opinions in plenary.
- **Break-Out Small Groups** At certain points throughout this process, you will need to break participants into smaller sub-groups to collaborate and discuss. To create productive collaboration, convene representative groups of 3-8 participants and prioritize including a diverse set of experiences in each group. This will collect a wide range of perspectives and inputs—and when combined, will proactively shape commitments.

Prioritization Process Planning Guide

Once you have gathered your evidence, determined who should be in the room, and identified roles and responsibilities, you are ready to begin planning your prioritization process. The steps in this section—presented as a workshop agenda—provide key considerations and sample activities to guide you toward defining feasible and ambitious commitments. By using this guide, working teams will be able to establish the foundation needed for successful action plan implementation.

0. Set the Stage

Introductions and Welcome Remarks

Activity Overview: *Set process intentions and participant expectations.*

- Introduce facilitation team and participants
- Review goals for the session
- Provide an overview of agenda
- Lay ground rules to encourage a productive dialogue, for example:
 - Allow other participants to express their views without interruption.
 - Do not “shut down” an idea; rather, present another way of considering it.
 - Seek common ground but acknowledge that disagreements exist.
 - Do not check email or do other work during group sessions.
 - Do not make long speeches

1. Reflect on the Process

After setting the scope and tone for engagement, it is time to start collaborating on the task at hand. Facilitate a reflection on how you began the OGP commitment development process.

*A **Process Reflection** allows participants to gain a holistic understanding of past work. Aligning participants around a shared narrative—the past and present of action plan development—which acts as a springboard to collaboratively defining the future.*

Goals:

1. Understand the OGP and the Action Plan development process.
2. Understand co-creation process to date, along with its strengths and weaknesses.
3. Gain a shared understanding of key takeaways from research and consultation.

Constraints to Manage:

- **Stakeholders will come with different perceptions of open government—expect to have skeptics, enthusiasts, agnostics, or a mix in the room.** Don't make assumptions about how participants will react—you will need to explain how the OGP platform can add value to their work.
- **Participants will have varying levels of knowledge about OGP and the action plan process.** Offering information that “levels the playing field” will be important for building inclusive participation.
- **Participants may come with their own priorities, goals, or preferences that compete with those of the session.** Help them see the commonalities between their needs and desires, and how working toward session goals may help achieve their individual goals.
- **Participants may not fully understand what they can contribute to your process.** Build ownership over and buy-in of the process by connecting action plan goals with individuals' interests, skills, and experiences.

1. Plenary Presentation: *The Open Government Partnership in Context*

Activity Overview: Use a presentation to help participants understand the context around the action plan development process.

Key Considerations

- **How do I outline the benefits of undertaking the OGP Action Plan process?**
 - **Approach:** Provide a broad overview of the OGP. This overview is most helpful when used to inspire and motivate, and not just inform.
 - **Tip:** The overview should outline what the OGP is, how it works, and its benefits to members. To make OGP resonate, try highlighting how open government and the OGP as a platform will benefit government, civil society, or other stakeholders in the room.
- **How do I show OGP goals and our progress toward reaching them?**
 - **Approach:** Present OGP co-creation standards. Outlining and discussing these standards will build a common understanding among participants of what the OGP expects pilots to accomplish by the end of the action development process.
 - **Tip:** Review the standards with examples of how your process has met, will meet, or may not meet requirements. Offer room for feedback, including strategies to fill gaps or commentary on standards as they relate to the context.
- **How do I ensure participants understand their role in the prioritization and planning process?**
 - **Approach:** Lay out your goals for collaboration and explain rationale for key decisions.
 - **Tip:** Include an overview of the prioritization process, how/why participants were selected, and the importance of their involvement moving forward.

2. Plenary Discussion: *How Did We Arrive at These Commitments?*

Activity Overview: Use a visual timeline to lead participants through discussion about the action plan development process to date.

Key Considerations

- **How do I efficiently communicate a holistic story?**
 - **Approach:** Surface key elements of each stage of the process.
 - **Tip:** Use consistent content structure and prioritize what you include to only a few key elements (e.g. milestones, activities, and results).
- **How do I showcase a collaborative action plan development process?**
 - **Approach:** Call on participants who have been involved in co-creation to contribute to completing the timeline.
 - **Tip:** Participants can stand up and write information on the timeline or simply call out thoughts.
- **How do I illustrate a clear and logical process?**
 - **Approach:** Explain how each process step built on the previous ones.
 - **Tip:** Tell the story. Identify results from each step, then build a narrative that explains how these results informed subsequent steps.

3. Plenary Presentation: Research & Consultation Key Takeaways

Activity Overview: Use a presentation to summarize insights from research on political and institutional priorities and from the public consultation on citizen needs.

Key Considerations

- **How do I explain why these insights matter to the process?**
 - **Approach:** Reiterate that a priority for the OGP is to support action plans that directly impact citizen lives. Explain that reflecting on citizen needs gathered in consultation and considering institutional priorities identified through research can help participants focus on creating relevant and actionable commitments.
 - **Tip:** Show this strategy and desired outcomes through a simple graphic or visualization.
- **How do I build trust in research findings?**
 - **Approach:** Review data collection and analysis methodology.
 - **Tip:** Use quotes and anecdotes gathered throughout the research and consultation process to humanize findings and demonstrate relevance.
- **How do I present insights to ensure understanding and motivate engagement?**
 - **Approach:** Consolidate key insights and share as a handout for participants to refer back to throughout the workshop.
 - **Tip:** Develop a way for participants to engage with the insights beyond reading them. This could be in the form of highlighting or underlining key parts or grouping key insights together to highlight a broader theme.

2. Determine Possible Commitments

Once participants have a thorough understanding of relevant takeaways from research, define broad areas of focus intended to address the key citizen or institutional needs surfaced.

Data Analysis is critical to defining concrete problems and opportunities. Areas of focus that are not grounded in evidence, but rather untested assumptions, can lead to solutions that waste resources and fall short in impact.

For commitments to be meaningful, they need to be planned with an authentic interpretation of citizen and institutional needs. **Probing** into the rationale for commitment design will draw out weaknesses or logic gaps that should be addressed as you refine commitments.

Goals:

1. Define concrete problems or opportunities based on evidence gathered throughout consultation.
2. Collect rough commitment drafts to refine throughout the prioritization process.

Constraints to Manage:

- **Evidence presented may resonate with participants to different degrees.** Allow for group discussion to build consensus around useful data.
- **Some participants may be more vocal than others.** Explicitly encourage less dominant participants to offer their thoughts.
- **Participants may have different levels of comfort with written communication.** To keep track of all the inputs and how the process unfolds, assign a Secretary role to those more comfortable with writing.

Small Group Break-Out: Draft Commitments

Activity Overview: Participants break into small groups to review data and discuss how insights inform draft commitments. Based on discussion outcomes, each group drafts 2 to 3 commitments.

Key Considerations

- **How do I ensure that commitments address an existing problem?**
 - **Approach:** Facilitate translation of research and consultation insights into problem statements.
 - **Tip:** Provide structure for developing a problem statement, for example: [Cause of Problem] leads to [Effect of Problem] for [Affected Actors].
- **How do I ensure commitments tap into the potential of open government?**
 - **Approach:** Facilitate the prioritization of problems according to those where enhanced transparency, citizen participation, or government responsiveness will have significant or catalytic positive impact.
 - **Tip:** Allow for group Q&A to determine relevancy of commitments to the open government agenda.
- **How do I encourage solutions that are achievable?**
 - **Approach:** Map problem statements to existing mandates, priorities, capabilities, and resources within government or civil society bodies that may or could be involved in the implementation of commitments to address them.
 - **Tip:** Enable a group assessment or vote on solutions based in institutional realities.
- **How do I enable a discussion that boosts participants' understanding of commitments?**
 - **Approach:** Provide each small group adequate time to explain their vision and rationale for the commitments they drafted.
 - **Tip:** Ask each small group to write their commitments on post-its or a large sheet of paper to hang in the workshop space as a visual reminder for the rest of the group.
 - **Tip:** Invite a quick and targeted discussion around commitments, but limit it to questions that ask for clarification and answers that provide clarity.

3. Assess & Prioritize Commitment Areas

Now you have draft commitments, but you're faced with the daunting task of narrowing them down to a select few. This entails assessing the value of commitments in relation to one another, but also in relation to the ultimate goals of the action plan process.

Thoughtful **Prioritization** of commitments is a key step toward allocating limited resources to the most appropriate targets. Prioritization will achieve twin goals: i) create a rational metric to filter stakeholder biases, and ii) identify primary commitments on which to focus.

<p>Goals:</p> <ol style="list-style-type: none"> 1. Determine the relative value of each commitment. 2. Prioritize commitments and define their potential outcomes. 	<p>Constraints to Manage:</p> <ul style="list-style-type: none"> ● Participants may prioritize commitments with some subjectivity. Provide precise definitions of metrics for prioritization to support more standardized analysis. ● Participants may not agree on the value of each commitment. Ask groups to discuss and develop rationale for their assessment decisions, to help them understand each other's perspective even if they don't ultimately agree. ● Participants may have varying levels of comfort with an assessment framework. Provide end-to-end examples of how to use the framework.
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Plenary Discussion: *Introduction to Commitment Prioritization & Assessment*

Activity Overview: *Bring participants back to plenary to introduce the commitment prioritization process. Use this session to help stakeholders define assessment criteria: a set of two factors that will be used to assess and then prioritize commitments.*

Key Considerations

- **How do I introduce the need for assessment criteria?**
 - **Approach:** Explain how commitments are only a means to an end. To create change, commitments need to be implemented and therefore need to be prioritized based on factors that affect implementation. Encourage participants to brainstorm a list of factors that contribute to successful implementation.
 - **Tip:** *Introduce the OGP SMART criteria (specific, measurable, answerable, relevant, and timebound) as examples of factors provided by the OGP to assess commitments. The SMART factors can be a jumping-off point for your brainstorm discussion.*
- **How do I encourage participants to select relevant factors?**
 - **Approach:** Lead a discussion to decide on the *two most important* factors a successful commitment should demonstrate, for example “feasibility” and “potential for impact.” These two factors will be used throughout the prioritization process.
 - **Tip:** *Following the discussion, share an example commitment from a past OGP Action Plan, and describe how it can be prioritized along the selected metrics.*
- **How do I surface assessment criteria that can be compared and contrasted?**
 - **Approach:** Provide clear and precise definitions of the factors that will be used to assess commitments, and ensure that all participants have a common understanding of how these factors are being defined in this context.
 - **Tip:** *Frame definitions as questions to ask oneself. For example, when assessing each possible commitment on its feasibility, reflect on the level of human, financial, and technical resources the relevant government office may have or will need to implement this commitment. When assessing potential for impact, consider how the potential commitment will change the status quo and determine how significant the change will be. For example, will it impact the lives of a broad range of citizens nationwide or a more narrow group? Will the change be incremental or potentially transformative?*

Plenary Discussion: Mapping Group Priorities

Activity Overview: Bring participants back to plenary. Together, create a graph to help participants visually prioritize commitments against the assessment criteria.

Key Considerations

- **How do I create a common understanding of the prioritization process?**
 - **Approach:** Use a simple 2x2 diagram to help participants visually rank and prioritize each commitment. Label the X-axis with one of the two factors previously defined by participants and the Y-axis with the other.
 - **Tip:** Draw the graph on a large piece of paper for all participants to see and use. Invite small groups to write their draft commitments on single post-its and have them plot each commitment—according to their assessments against the two criteria—on the graph. For example, ask participants to think about how feasible a commitment is to map it on one axis, then indicate its potential for impact by moving it along the other axis.
- **How do I encourage a feeling of group unity and accomplishment?**
 - **Approach:** Analyze the completed graph and rapidly synthesize outcomes. Take note of which commitments are ranked most highly on the graph (based on both criteria), and which are ranked lower. Present back key themes and observations to the group. Decide as a group which commitments to move forward with.
 - **Tip:** Invite discussion and ask participants to raise questions or concerns. Capture these in a “parking lot” to return to as you refine individual commitments.
 - **Tip:** To gain consensus, invite participants to place a dot (using a marker or pen) on the post-it of the commitments that they believe, based on the assessment, can help achieve their open government ambitions. Choose commitments with the most dots to move forward to the next stage.

4. Refine Commitment Areas

After ranking commitments using the assessment criteria, participants will adjust commitment language to be clear and action-oriented.

Meticulous Iteration, through continuous refinement of a commitment’s area of focus, will bolster and fortify—resulting in commitments that are defined in increasingly specific terms.

Goals:

1. Validate and refine commitments based on OGP requirements.
2. Develop final commitments with key information for implementation.

Constraints to Manage:

- **Participants may interpret each commitment differently.** Surface areas of misalignment by having small groups collaboratively define priority goals and clarifying vague language.
- **Participants may be resistant to specificity.** Multiple viewpoints or the desire to be overly inclusive may cause participants to resist narrowing the focus of commitments. Explain that specificity leads to action-oriented commitments, and frame narrowness as being a necessary step before being able to define achievable milestones.

Small Group Break-Out: Commitment Refinement

Activity Overview: Breaking back into the same small groups, participants will discuss the outcomes of prioritization and refine the list of top commitments. Each group should focus on refining 1 to 2 commitments.

Key Considerations

- **How do we develop robust commitments that simultaneously meet the OGP standards and our needs?**
 - **Approach:** Ask participants to refine commitments through both lenses. Commitment refinement should be a balance of refining against the OGP SMART criteria and identifying key specifics needed for implementation.
 - **Tip:** In addition to passing out the SMART criteria, distribute worksheets that ask for implementation specifics including target beneficiaries, progress milestones, responsible authorities, and expected outcomes. Refer to the Amended Action Plan Template (page 14) for inspiration.

5. Define Next Steps

The prioritization planning process will build momentum with the different groups of stakeholders you convene. Harness this momentum to establish next steps and begin planning for implementation.

Ask participants to **design an Implementation Roadmap** that identifies key actors, necessary resources and potential roadblocks for implementation, which will lay a clear path forward and foster a sense of ownership.

Goals:

1. Outline risks, opportunities, and challenges related to implementation.
2. Map stakeholder assets and capabilities to determine suitable roles for implementation.
3. Build buy-in and confirm involvement for implementation.

Constraints to Manage:

- **As the group enters the last and often most complicated step, participants may feel overwhelmed.** Be sure to frame this section as a brainstorming exercise to get a sketch of implementation on paper, rather than the final product.
- **A commitment's area of focus may still be too broad or too ambitious, making it challenging for participants to begin planning.** Quickly diagnose which of these challenges is the issue. If the commitment is too broad; focus in on its main goal and try to use more specific language to narrow in on what exactly it will do and how. If the commitment is too ambitious, encourage teams to think of the first action plan cycle as "phase one", and to determine what progress toward the broader goal is feasible within the time allotted for this action plan cycle.

Small Group Discussion: Plan for Commitment Implementation

Activity Overview: Small groups will work together to define commitment outcomes, milestones, and key activities necessary for commitment completion.

Key Considerations

- **How do I help small groups define what success looks like?**
 - **Approach:** Define key outcomes and significant milestones needed to achieve outcomes.
 - **Tip:** Sketch a timeline on a large piece of paper. Start the conversation by defining the commitment's key objectives and target outcomes. After doing so, have the group work backwards in time. Discuss and map milestones necessary to achieve the final outcomes.

- **How will small groups be able to determine what implementation may entail?**
 - **Approach:** Determine actionable activities by breaking down milestones into steps. Think through what needs to be started next week, next month, and next year to ensure successful implementation.
 - **Tip:** Have participants break into pairs and each focus on a milestone. Allow adequate time for pairs to list a sequence of activities needed to complete the milestone. Share back with the small group.

Small Group Discussion: Define Commitment Stakeholders

Activity Overview: Small groups will identify key stakeholders and define roles in relation to this commitment.

Key Considerations

- **How do I help groups identify the specific stakeholders necessary to successfully implement this commitment?**
 - **Approach:** Identify specific organizations and individuals who may play key roles in implementation. Consider people from different types of stakeholder groups. Who might be primary support? Who might need to be kept informed, but doesn't need to be fully engaged in the process?
 - **Tip:** Pass out a stakeholder worksheet that lists the different categories of common stakeholders. Participants should list and discuss specific individuals or organizations under each category. Most likely categories are government, civil society, private sector, media, or international donors.
- **How do I help groups identify challenges that may limit their ability to complete these activities?**
 - **Approach:** Focus a discussion on outlining possible risks and roadblocks. Determine mitigation strategies to overcome these challenges.
 - **Tip:** Have each team present their commitment timelines to another group for feedback. Discussions should focus on surfacing logic gaps or additional barriers not yet identified.
- **How do I encourage small groups to define specific roles for stakeholders?**
 - **Approach:** Determine stakeholder capabilities to help teams assign roles for each stakeholder.
 - **Tip:** Discuss the the list of possible stakeholders. Surface strengths, assets, and areas expertise of each stakeholder. Assign specific activities to different stakeholders based on these these key capabilities.
 - **Tip:** Have each small group share their timelines and key milestones with the full group. Target the discussion as a brainstorming exercise for surfacing additional organizations or individuals able to support.

Plenary Conclusion: *Solidify Involvement*

Activity Overview: *Reflect back on the group's accomplishments and define next steps.*

Key Considerations

- **How do I convey what we have accomplished through this prioritization process?**
 - **Approach:** Reflect back on the process focusing on outputs developed.
 - **Tip:** *Hang original draft commitments on the wall next to the refined commitments and timelines. Invite participants to walk around and review each.*

- **How do I motivate participant ownership in helping achieve these commitments?**
 - **Approach:** Ask each representative to commit their organization to a role.
 - **Tip:** *Have each participant write their organization's role and commitment on a single post-it. If time allows, open the floor up for a discussion. Ask participants to share one task they could complete this week to carry the process forward.*
 - **Tip:** *After this convening, send a follow up communication reminding participants of individual commitments made.*

Appendix A: Amended Commitment Development Template

During Reboot’s experience of working with OGP Subnational Pioneers, we noticed that some OGP working teams wanted greater detail and specificity on how to design and describe their OGP commitments. One convenient channel for providing this guidance was the template for capturing OGP commitments, which is currently provided to OGP as part of its Commitment Development Template. Reboot therefore adapted and expanded the current table, which was used by several Subnational Pioneers in their commitment development process and found to be useful. We believe this model could provide useful ideas for OGP as it continues to refine its process and guidance tools.

[Name of Commitment]

OGP Commitment Development Table

Please use the table below to guide and inform OGP commitment conversations. Once all actors involved in implementation have agreed on the specifics of the commitment and how it will be implemented, then the OGP Steering Committee can fill out the table. (Note: Categories in grey are not required by the OGP but can help illustrate the significance of a commitment, support implementation planning and stakeholder coordination, and provide useful documentation to support the IRM evaluation process.)

NAME & NUMBER OF THE COMMITMENT	
I. What is the commitment and why is it important?	
Framing Question / Prompt <i>What prompted interest in this commitment? Frame this as a quote from the perspective of a stakeholder to help contextualize this commitment.</i>	
Main Objective * <i>What does this commitment seek to achieve? How will it advance transparency, participation, and/or accountability? Be concrete and specific.</i>	
Brief Description * <i>Briefly summarize how this commitment will achieve the objective stated above. (Up to 140 characters)</i>	
Status Quo or Issue / Problem to be Addressed <i>What is the issue or challenge that this commitment will address? Describe the barriers to open government that it will tackle.</i>	
Level of Ambition <i>How ambitious is this commitment—limited, moderate, or high—in terms of expected change in government transparency, citizen participation, and/or public sector accountability? Explain why</i>	

<i>this level of ambition was selected, based on political, operational, resource, timeline, and other considerations.</i>				
Level of Feasibility <i>How feasible is this commitment—limited, moderate, or high—in terms of implementation in the next 1 year? Consider political, operational, resource, timeline, and other considerations.</i>				
II. How will this commitment be implemented?				
Lead Implementing Agency <i>Which government agency will be responsible for implementing this commitment?</i>				
Responsible Person <i>Who from the implementing agency is responsible for ensuring the successful implementation of this commitment?</i>		Name: Title, Department: Email: Phone:		
Other Actors Involved <i>What additional partners and actors will be involved in commitment implementation? What will their specific roles be?</i> <i>Note which actors will have a formal partnership with the Lead Agency (e.g., in the form of an memorandum of understanding, contract, or other mechanism) and which will be informal collaborators.</i>		Government: Civil Society: Private Sector: International Partners: Other:		
Activities & Milestones <i>What activities will be implemented to make progress toward the commitment? For each activity, indicate: i) expected start / end date; ii) responsible actor / partner; and iii) a verifiable and measurable milestone—to be completed by the activity end date—to demonstrate progress toward the commitment.</i>				
Activity	Start Date	End Date	Responsible Actor	Key Milestone
III. What will change as a result of the commitment?				

<p>Target Beneficiaries</p> <p><i>Who will benefit from the realization of this commitment, and how? Consider the range of stakeholders that may benefit: citizens, their representatives, civil society, government, and others.</i></p>	
<p>Target Outputs</p> <p><i>What are immediate artifacts or results (e.g., policies, products, services, tools, processes, etc) that will be produced from the activities above? Describe the tangible outputs that will result from this work.</i></p>	
<p>Target Outcomes</p> <p><i>What are the medium-term results or effects that are expected from work on this commitment? Describe how Target Outcomes will impact the Target Beneficiaries detailed above.</i></p> <p><i>For citizens, describe how this commitment will affect their lives. For other beneficiaries, describe how the outcomes will affect their ability to improve citizen well-being and/or advance open government.</i></p>	
<p>Forward Outlook</p> <p><i>Looking forward, describe how may the government wish to build upon this commitment to make greater progress toward open government. Beyond the 1 year OGP pilot, how can the government leverage the expected outcomes for further impact?</i></p>	
<p>IV. How does the commitment contribute to OGP’s mission and vision?</p>	
<p>OGP Challenge Addressed by the</p>	

<p>Commitment</p> <p><i>Which of OGP's grand challenge(s) does the commitment address, and how?</i></p> <ul style="list-style-type: none"> <i>i) Improving public services</i> <i>ii) Increasing public integrity</i> <i>iii) More effectively managing public resources</i> <i>iv) Creating safer communities</i> <i>v) Increasing corporate accountability</i> <p><i>[Optional] Is the commitment doing anything particularly creative or innovative to address these challenges?</i></p>	
<p>OGP Relevance</p> <p><i>Briefly describe the way(s) in which this commitment is relevant to further advancing OGP values of²:</i></p> <ul style="list-style-type: none"> <i>i) access to information</i> <i>ii) public accountability</i> <i>iii) civic participation</i> <i>iv) technology and innovation for openness and accountability</i> 	

² A detailed description of these values is available in the [OGP Values Guidance Note](#)