COMMUNICATING OPEN GOVERNMENT

A HOW-TO GUIDE

OECD

Open Government Partnership

Introduction

This guide is a resource for individuals tasked with explaining, encouraging, and building support for open government, understood as a culture of governance that promotes the principles of transparency, integrity, accountability and citizen participation for democracy and inclusive growth. The publication targets public officials in charge of steering and implementing strategies and initiatives in the field of open government, as well as communication officers in public institutions that are looking to play a bigger role in this context. The guide is also a useful tool for anyone who is interested in making governments more open, including journalists and civil society.

There is a growing recognition within administrations that public institutions need to engage, build partnerships and co-create policies and services with a variety of stakeholders in order to improve public policies and services. Public communication, understood as all communication initiatives carried out by public institutions in favour of the public interest, is an integral part of these processes, as it allows for two-way communication between governments and citizens. Such a dialogue is a prerequisite for citizen participation in public life. Additionally, public communication can be used as an instrument of policymaking and trust-building, and as a means to strengthen the impact of reforms, by changing citizen behaviours and increasing their buy-in.

Yet, more often than not, administrations see the communication function as the unilateral provision of information, and more generally as a risk, rather than an opportunity. This can lead governments to refrain from communicating or to miscommunicate, which can yield disastrous consequences. Examples of this include spreading a culture of secrecy, facilitating corruption, widening the gap between government and citizens, and creating negative attitudes towards policies and services.
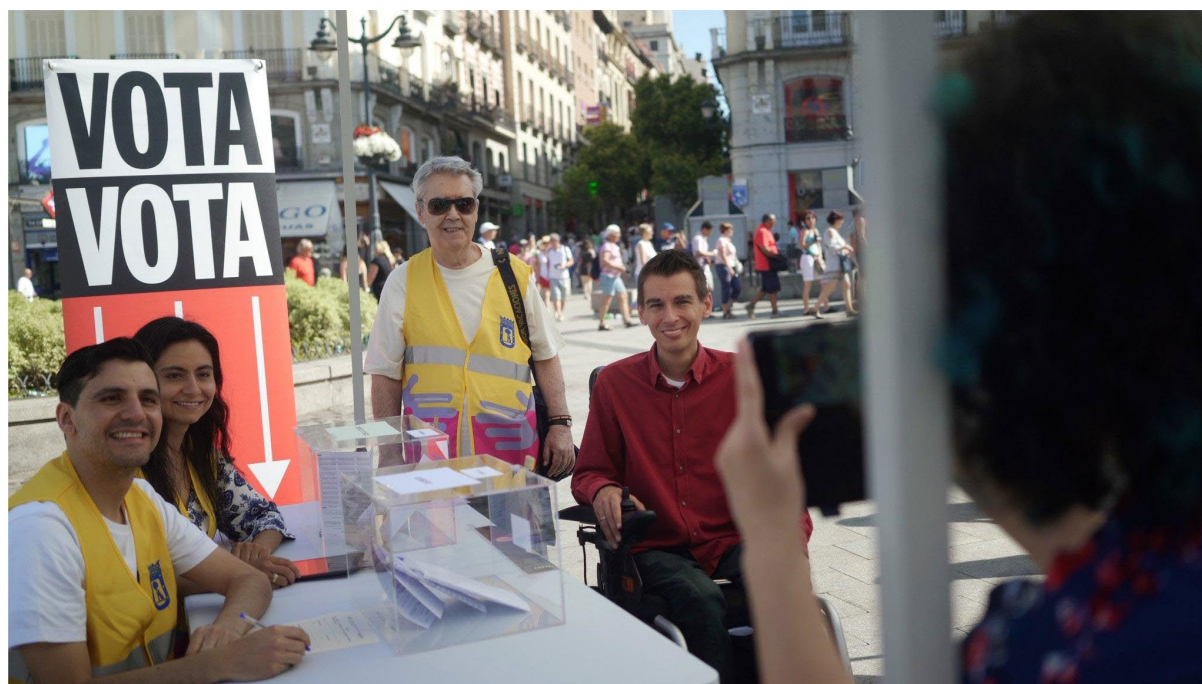
Information gathered in numerous OECD Open Government Reviews and from analysis of Open Government Partnership (OGP) Action Plans shows that governments have not yet fully reaped the benefits that public communication holds for a more open government. According to a forthcoming OECD publication, less than 10% of governments list promoting transparency or encouraging stakeholder participation as one of the key objectives of their government communication strategy. Less than 2% of commitments contained in OGP National Action Plans aim to improve public communication or media policy. Even in countries that have a dedicated office for open government, systematic and effective efforts to disseminate this agenda can be improved, and engagement with the wider public on related initiatives can be strengthened.

This is why public communication is a key pillar of the OECD Recommendation on Open Government, which provides a pathway to setting up successful open government strategies and initiatives. The goal is to ensure that governments not only communicate about their open government initiatives, but also use communication as a strategic tool to strengthen participation, and support policy implementation and service design and delivery.

The OECD and OGP have identified an opportunity for governments to expand the impact of and commitment to open government initiatives by strengthening the contribution of public communication. This includes first and foremost, improving communication about national and local open government strategies, OGP action plans, or any government initiative aimed at transparency, integrity, accountability or stakeholder participation. Citizens who are more aware of such initiatives, and who understand them better are more likely to participate in such efforts.

There is also an opportunity to improve communication about public sector reforms more generally, as a way to strengthen citizens' buy-in and improve their compliance with new reforms, which in turn can help strengthen the impact of such changes.

A third opportunity lies in improving internal communication within governments about the open government agenda. This would facilitate coalitions and strengthen commitment for this cause across the public sector, including among senior-level executives. In times where governments need to do more with less, and prove the value for public money of any new initiative, improving communication about the rationale and impact of open government initiatives can be crucial.

A final opportunity revolves around the synergies that can be created by bringing policy makers and public communicators more closely together. There is much to learn from the communication community that could be useful for policymakers in charge of open government reforms, such as increasing knowledge about the beneficiaries of reforms to better inform open government initiatives and improving the ability to reach them through audience insight for example. Vice-versa, by strengthening communicators' understanding of open government initiatives, they can expand their role as agents of change for open government within their ministries, thereby ensuring that the whole of government acts for transparency, integrity, accountability and participation, and not just a single ministry.

This guide is structured into 3 sections:

1. A step-by-step process to developing a communications plan for an open government strategy or initiative
2. Communication tools
3. Partnering for effective communication

Throughout these sections, real cases of communication around initiatives that promote transparency, accountability, integrity and participation are presented. They have been collected from the OGP community of practice, OECD open government reviews and the OECD experts group on Open Government.
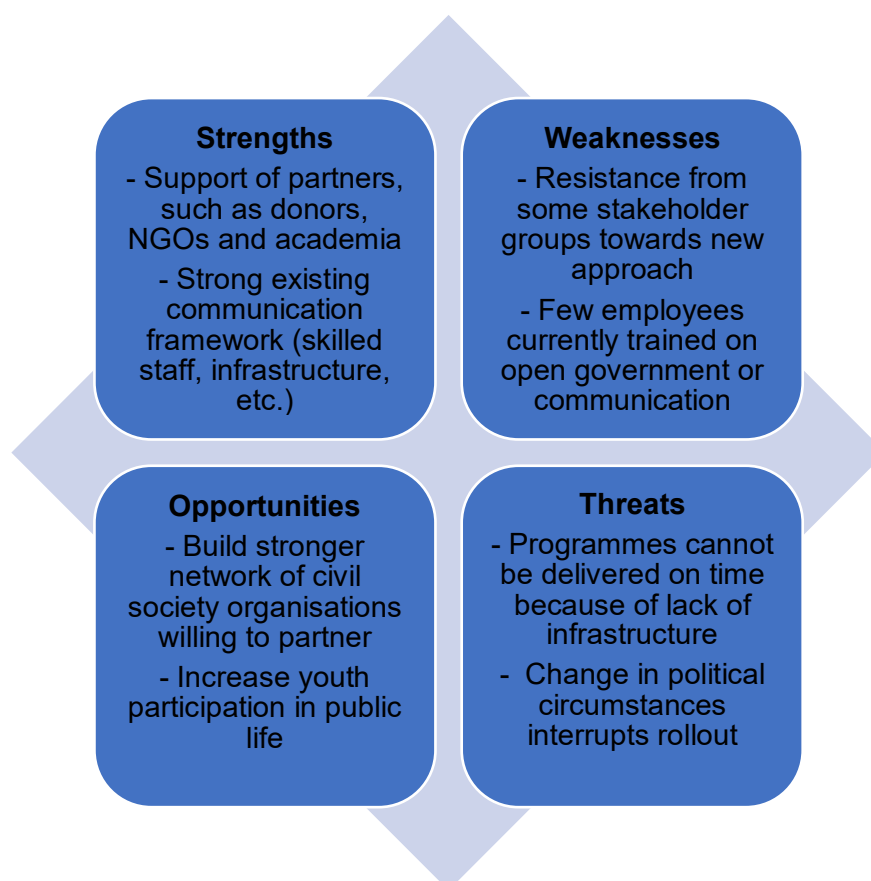
Developing a communications plan for open government

This section provides guidance on how to develop a communications plan to support the implementation of an open government strategy or initiative. It highlights the steps to follow, provides good practices and offers recommendations.

1.1 Opportunities and challenges for effective communications

It can be helpful to begin the process with a realistic and honest assessment of the current strengths and weaknesses of the government or public entity's ability to deploy an open government communications plan, as well as the potential opportunities – and threats – of doing so (**SWOT analysis**). This framework can then be used to ensure that the plan is designed to mitigate potential challenges and capitalise on particular opportunities. This could include:

Strengths
- Support of partners, such as donors, NGOs and academia
- Strong existing communication framework (skilled staff, infrastructure, etc.)

Weaknesses
- Resistance from some stakeholder groups towards new approach
- Few employees currently trained on open government or communication

Opportunities
- Build stronger network of civil society organisations willing to partner
- Increase youth participation in public life

Threats
- Programmes cannot be delivered on time because of lack of infrastructure
- Change in political circumstances interrupts rollout

2.1. Setting objectives

Identifying the **objectives** that the plan seeks to achieve is a crucial step. Communication objectives should be closely linked to strategic goals stated in the national open government agenda. Objectives may also stem from relevant government priorities, such as opening up government datasets or improving access to information. Examples could include:

- **Internal objectives:**
  - Ensure that public officials are aware of the open government agenda and understand how it will affect their work
  - Encourage public officials to support the achievement of the open government agenda
  - Ensure that public officials are effective spokespeople for the open government agenda

- **External objectives:**
  - Ensure that citizens understand why the open government agenda is established and what it will deliver
  - Encourage a cultural change in favour of open government principles
  - Raise awareness amongst citizens of the role that they can play in supporting open government and the opportunities available to engage in public life

Such objectives should be at the heart of the communications plan. All communication content or initiatives developed should be designed to deliver progress towards the achievement of these objectives.

It is helpful when setting objectives to ensure that they are **SMART**: **Specific, Measurable, Achievable, Relevant and Time-based**. Accordingly, once the main objectives are set, these should be reviewed and key performance indicators should be assigned to each of them to enable an effective monitoring and evaluation of their progress. This ensures that the communication plan is geared towards concrete outcomes, beyond the general promotion of open government principles. These performance indicators should be reviewed on a regular basis to ensure that progress is on track. For example:

Objective	Key performance Indicator	Measurable impact
Encourage a cultural change in favour of the open government principles	- Increase in the number of citizens signing up for a particular participation initiative (participatory budgeting, for example) - Increase in the number of institutions (universities, workplaces, etc.) using open data platforms	25% increase in number of users within 6 months 30% increase in number of users within 1 year

2.2 Setting targets and milestones

It is important to ensure that the communications plan is built **around clear, realistic and achievable targets**. These will likely reflect the objectives and key performance indicators identified at an early stage of the process. Particular activities can then be scheduled to work towards these goals.

For example, the following chart illustrates elements of a plan designed to support the following objective: *Ensure that all public officials are aware of the country's open government agenda and understand how it will affect their work.*

Communication Activity	Supporting elements	Timeframe
Internal communications	Create documents outlining the open government agenda and public officials' related responsibilities	Month 1
	Create an intranet page to house documents and provide updates, and promote it to officials	Month 2
	Organise internal workshops to present materials and adapt these to current practice	Month 3-4
	Offer training sessions for civil servants who will serve as spokespeople on open government initiatives	Month 3-4

2.3 Setting responsibilities

Accountability and transparency are not only important principles for open government; they are also key components of a communications plan. Accordingly, for every aspect of the plan, it should be clear which institution and individuals are **responsible for its delivery** and who must provide **input and approval**, as well as the timeline for doing so. Those with overall responsibility for the communications plan should work closely with colleagues to ensure that these timelines are realistic and that all parties are aware of their responsibilities. There should also be **clear feedback channels** in place for participants to raise questions and concerns, and to inform about potential delays.

Given that open government initiatives often cut across ministries, effective inter-ministerial coordination is crucial to the success of communication efforts. The first step is to ensure that the communications plan is co-created with relevant actors and widely disseminated across the government. Establishing communication networks with representatives from across the government can help facilitate the implementation of the plan (see the "Partnering for Communication" section).

2.4 Monitoring and evaluation

Monitoring and evaluation is essential for the success of the communications plan: it provides a way to measure the impact of activities and identify areas for improvement. A regular

reporting schedule should be built into the plan, for example on a quarterly basis, to assess progress against targets and adjust timelines or mobilise additional resources where needed.

2.5 Identifying audiences

A good communications plan identifies and differentiates **target audiences**. It classifies them according to their interest in the open government initiative, their information needs and their expected feedback, as well as roles and potential impact. An assessment of the motivation of the audiences and their ability to influence outcomes is also crucial.

Based on this information, government officials can choose a variety of **communication channels**, and can better **tailor their messages to their audiences**.

> *Tunisia's communication plan for open government: a targeted approach*
>
> *Developed by the Government in cooperation with civil society members of the Open Government Steering Committee and representatives of Parliament, the communication plan targets the general public, journalists, the public administration, local authorities, parliamentarians, universities, the business community and civil society. Communication activities, channels and messages were adapted to each. For example, dissemination sessions on open government were scheduled in cooperation with the union of journalists to target media actors. Using audio-visual material such as videos was identified as the preferred means to reach the general public.*

a. Understanding current perceptions

It can also be helpful at a preliminary stage of the process to assess the current understandings and perceptions of open government reforms. This could take the form of a **survey or workshop** with various stakeholders (for example, private sector, civil society

organisations or journalists) to gather feedback and establish a baseline for the communication strategy. This could include asking questions such as:

- *How would you describe open government and how it could benefit you?*
- *Are you familiar with any open government initiative?*
- *How easy do you find it currently to access government data?*
- *How would you assess the transparency and/or accountability of public institutions?*
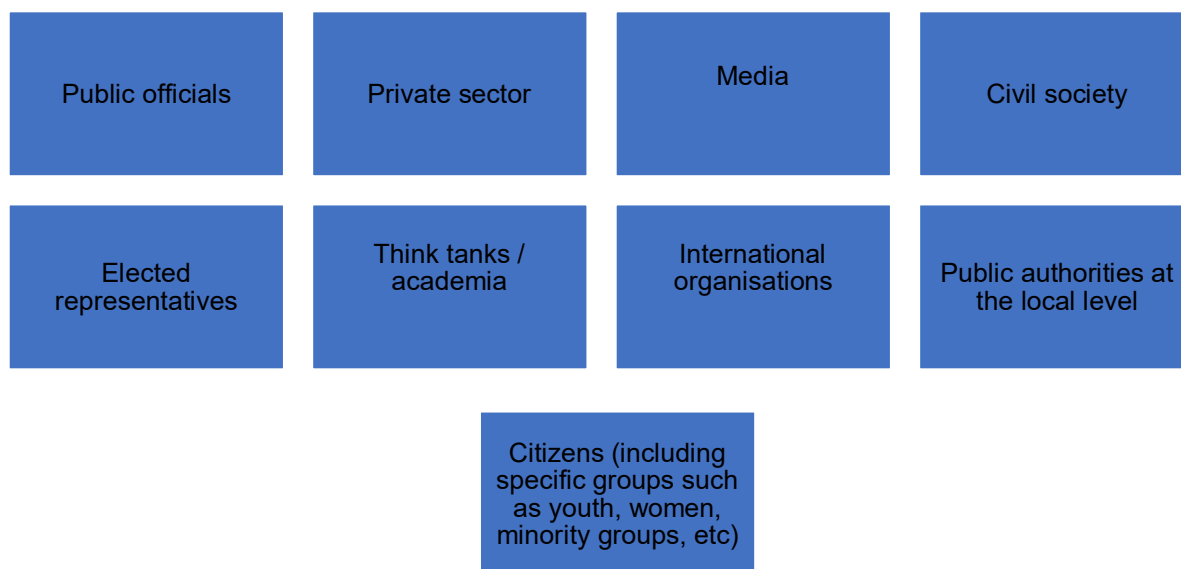
The answers to these questions can be helpful in shaping the objectives and messaging of the communication plan. For example, they may reveal that perceptions of a particular aspect of government activity are particularly negative, or that there is a lack of understanding of how an open government initiative is improving a specific situation.

b. Stakeholder mapping and prioritisation

The audiences for public communication necessarily include all relevant stakeholders, as well as international or multinational audiences.

Public officials	Private sector	Media	Civil society
Elected representatives	Think tanks / academia	International organisations	Public authorities at the local level

Citizens (including specific groups such as youth, women, minority groups, etc)

Once the various audience groups have been identified, the next stage in the process is to assess each in turn to determine: what aspects of open government communication are likely to be **most important or relevant** to them; the **desired outcome** in communicating with them; and their **importance for the success** of the communication plan. The following examples show how this process may work.

Audience	Concerns and interests	Desired outcome	Importance
Public officials	• Impact of reforms on their workload • Understanding of the process and how to deploy its key messages	• Clear understanding of the reforms and their importance • Ability to communicate the reforms effectively to citizens they interact with	High: in many cases, they are the public face of the reforms and, hence, their ability to represent the reforms effectively will be critical to the success of the programme
Media	• Getting information on the reform programme and making it interesting to their audiences • Finding an angle that fits with other reporting priorities (e.g. personal interest stories, criticism/support of government, etc.)	• Incorporate key messages in their reporting and share successes • Provide platform for official spokespeople and third-party influencers to share messages	High: many citizens will hear about the programme of reforms through the media, and, hence, it will play an important role in shaping their perceptions
Civil society	• Holding the government to account • Participating in policy-making and service design and delivery	• Co-create related policies and initiatives • Reach out to specific stakeholders	High: civil society is a key partner for open government efforts
Think tanks / academia	• Collecting data and information on approaches and measuring outcomes • Providing input and collaborating on particular projects	• Support for approach and understanding of the process • Collaboration and endorsement for projects	Medium: can be important partners in projects and can provide third-party endorsement of the success of the approach

c. Ways of reaching different audiences

Different audiences can best be reached in different ways: through **official channels** (such as websites, government publications, public statements by officials, social media), through other **public channels** (such as media reporting and input by third-party influencers), and through **targeted initiatives or programmes** (such as workshops, internal communication activities and community meetings). It is also important to ensure that different languages are used in multi-lingual countries.

Accordingly, when the communication plan is being developed, it is important to bear in mind how the key messages and communication initiatives can best be deployed to reach the various audiences outlined above. An example is provided below.

Audience	Ways of reaching
Private sector representatives	● Official meetings (one-to-one briefings, seminars, roundtables) ● Business media
Civil society actors	● Inclusion in multi-stakeholder platforms ● Official events (conferences, seminars)
Media	● Special briefing for journalists ● Press releases

During its open government week, **Italy** used a series of conferences and seminars to engage with civil society on the country's open government agenda. This initiative was launched in 2017 by the Ministry of Public Administration. It includes seven days of events dedicated to promoting open government principles, with the participation of more than 20,000 people throughout 240 events. As a part of this week, the open government champion awards are held, in addition to more than 300 other initiatives that are showcased.

Today, OpenGovWeek has become a global call to action to build more open, inclusive, and responsive governments with over 50 countries hosting more than 500 events worldwide in 2019.

2.6 Developing key messages

A series of key messages should be developed, based on the objectives of the communication plan. These key messages should be **simple, clear and concise**, and adapted to the particular interests of the different audiences targeted.

The messages can be further developed with associated proof points, testimonials and spokespeople. An example of this process is shown below.

Key Message	Open government reforms will support better services for all citizens.	
Proof points	Online portals will provide real-time data on service provision.	Access to data will be available 24/7
Supporting material to bring the message to life	Case studies for each of the services affected / Official spokesperson for each service	Impact reports to demonstrate concrete results of programme
Key messages by group	Citizens: open government reforms will improve your access to essential services such as healthcare and social security / Civil society: the government makes available key data that you can use to help improve service design and delivery	International organisations: providing better services to its citizens will strengthen good governance and inclusive growth in the country

Communication Tools

In order to deliver communication messages successfully, a strong **'toolkit' of materials** needs to be developed to bring the messages to life. This toolkit can include a range of different kinds of content, all of which have been designed to ensure that messages are delivered in a way that resonates with audiences.

1. Content development

A range of content should be developed to support the campaign. This content can be updated and added to as the campaign progresses, incorporating additional case studies, spokespeople, and impact reports.

- **Case studies:** These engaging accounts of how open government reforms deliver measurable and lasting impact should be designed as "stories" that highlight personal accounts alongside broader data points to demonstrate impact on a wider scale. Case studies can be used in a variety of formats; they can be included on websites or in brochures, incorporated into speeches and presentations, or shared via social media channels. To view more examples of multi-media case studies in video, photo and text format, please visit OGPstories.org

➤ *Example: OGP published [early results case studies](#) in an accessible manner based on storytelling principles.*
➤ *Example: the [OECD-OGP Toolkit Navigator for Open Government](#) provides innovative open government cases from countries across the world*

- **Impact stories:** It is important to back-up communications activities with concrete data points to reinforce key messages. Where possible, data can be represented

visually in a way that clearly shows the effect of open government reforms. As with the case studies, these visuals can be used in a range of communications materials (website, brochures, press releases, etc.).

➢ *Example: OGP wrote an [impact story](#) about a digital platform created by the City of Buenos Aires and the Huésped Foundation that enables vulnerable citizens to access georeferenced information on the availability of sexual and reproductive health services throughout the city.*

Buenos Aires: Making Access to Reproductive Health Services Inclusive

### Incentivizing health centers to provide higher quality care

In Buenos Aires, access to sexual and reproductive health services is guaranteed for all residents by law, yet a a stark gap remains in the quality and availability of those services depending on where one lives. The disparity in access and education has resulted in a rise of HIV diagnosis among youth outside the city center who must travel downtown to seek care.

To reduce obstacles and inconsistencies in sexual and reproductive health services, Buenos Aires partnered with the Huésped Foundation to create DÓNDE, a digital platform that shares information on the availability of sexual and reproductive health services throughout the city. DÓNDE enables vulnerable citizens to access georeferenced information on condom delivery points, family planning information, HIV testing, vaccinations and infectious disease centers. Now, citizens can better locate centers, rate their experience and lodge complaints on clinics performing poorly or violating women's rights.
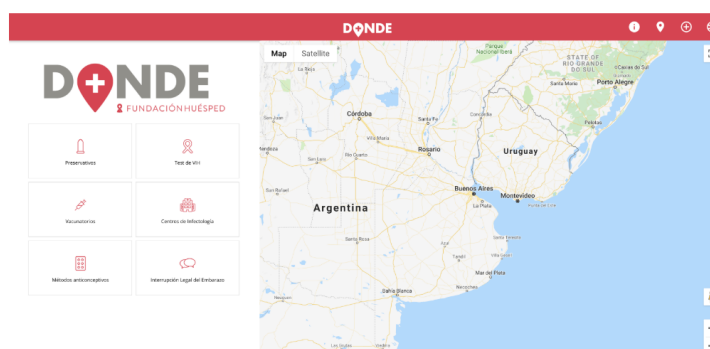
➢ *Example: OGP produced the [Sceptic's Guide to Open Government](#) to compliment case studies with strong data points. The guide has proven enormously popular across all OGP countries.*

The Skeptic's Guide

to Open Government

Open Government Partnership
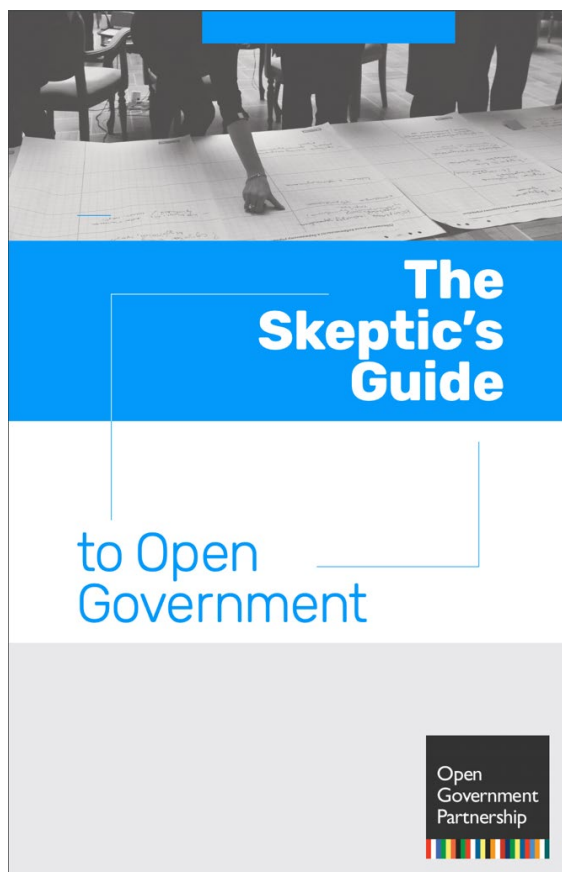
- **Talking points:** Official spokespeople for a communication campaign should be provided with talking points that build upon the key messages and incorporate elements of the case studies. These can be updated with additional facts and figures as the programme of reform continues.

  ➢ *Example: OGP keeps regularly updated* fact sheets *on their website covering a range of issues and including key examples.*

OPEN CONTRACTING COMMITMENTS FACT SHEET

Open contracting reforms touch many aspects of public life. With better data, public feedback, and oversight, governments detect corruption and improve regulation and public service outcomes. Greater competition in procurement leads to more savings and greater opportunity for businesses.

OGP commitments that enhance the transparency and integrity of open contracting and public procurement seek to combat a major source of government corruption and favoritism.

Key Takeaways:
- Encourage member-to-member learning and exchange.
- Shift from data publication to data use.

Numbers at a Glance

54 OGP members have included open contracting commitments in their action plans to date.

98 open contracting commitments to date

51 are currently being implemented

70 commitments have been assessed by OGP's Independent Reporting Mechanism (IRM).

11 have transformative potential impact.

7 are starred.

13 have shown significant early results in increasing government transparency, citizen participation, or public accountability.[1]

How many OGP participants are open contracting?
Open contracting commitments are fairly common among OGP members. About a third of OGP members **(33)** are currently implementing at least one open contracting commitment.

What are OGP participants doing about Open Contracting?
- **Open registry of contractors:** Chile creates a digital platform for a registry of contractors and Elgeyo Marakwet for a public monitoring tool.
- **Open Contracting Data Standard (OCDS):** The United Kingdom and Mexico are implementing the OCDS, enabling disclosure of data and documents at all stages of the contracting process defined by a common model.

[1]As of November 1, 2018. Since delays can occur between Action Plan submission, IRM report releases, and when data are updated in OGP databases, data may not reflect the most up to date information for every country/local entity. Scored Major or Outstanding on the Independent Report Mechanism's (IRM) Did it Open Government metric.

Open Government Partnership

> ➤ *Example: OGP distributes a monthly internal newsletter that features talking points tailored for each month's activities. Key message documents are also created for all major events and featured in social media toolkits. Here is an example from the* 6th OGP Global Summit *and one from the* 2018 Asia Pacific Regional Meeting.

- **Audio-visual content:** Short videos and data visualizations including testimonials, interviews and project overviews can be developed to support the case studies and bring information to life. These can be embedded on websites, shown during presentations and shared via social media.

> ➤ *Example: The OECD Open Government Team produced* videos *for the promotion of the* Toolkit Navigator for Open Government *to be shared on twitter.*
> ➤ *Example: OGP launched the* CitizENgage campaign *to tell the stories of citizens benefiting from open government programmes. These documentary style videos clearly convey the impact of programmes on the ground.*

> ➢ *Example: In Sri Lanka, <u>videos</u> were created to tell the story of major Right To Access Information reforms.*
> ➢ *Example: The United Kingdom Parliamentary and Health Service Ombudsman uses audio-visual material to inform the public about its work. The Radio Ombudsman podcast features regular discussions on topics relevant to the institution's work. It is hosted by the Ombudsman himself.*

- **Marketing elements:** A logo and other branding elements (fonts, colours, style guide) can be developed and rolled out to ensure that all communication on open government strategies or initiatives are easily identifiable and reflect the values of the campaign. These can be used on publications and to draw attention to events that are part of a common theme.

OGP has a <u>style guide</u> that is readily available and that answers key questions on how to use the OGP logo and how to design a country logo.
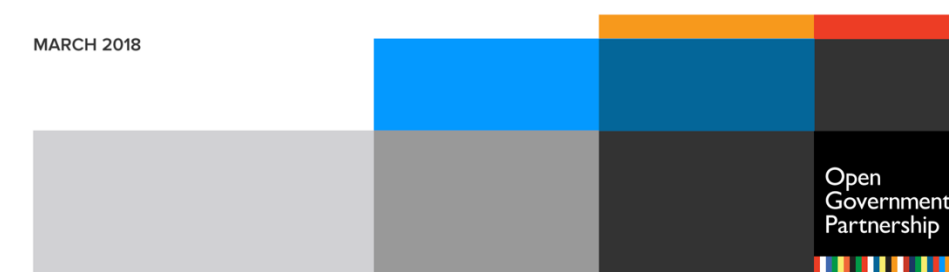
Additionally, special logos and color treatments can be created for certain activities.

> ➢ *Example: For <u>Open Gov Week</u>, OGP developed a specific logo to make the content stand out in a crowded environment.*

➤ *Example: The [OECD](#) uses an open lock surrounded by people for all its activities, reports and communication material on Open Government.*

➤ *Example: For its CitizENgage campaign, OGP developed specific social media graphics to market the content.*

> ➤ *Example: Branded hashtags and social media content are excellent ways to promote events and campaigns. For the 2018 Asia-Pacific Regional Meeting, South Korea used #OGPAsiaPac. The hashtag was used more than 1,000 times, viewed two million times and reached an audience of more than 500,000.*

OPEN GOVERNMENT PARTNERSHIP
Asia-Pacific Regional Meeting

"To bring better government – better society – we need political leadership, we need strong institutions, but above all, we need to actively engage citizens." – Paul Maassen, Chief of Country Support at OGP

2. Channels for communication

The content developed can then be adapted for use via a range of channels, which could include:

- **Press kit:** A press kit provides clear information that the media can use to support reporting on open government reforms. It should include visual elements (photos and graphics) as well as contact details for media spokespeople available for interviews. It should also be updated on a regular basis to include the latest press releases and other relevant reports.

- **Website:** A dedicated web platform for the open government reform programme can serve as a repository for reports, case studies, updates, announcements and upcoming events. It can also include links towards particular projects and programmes. Existing websites (e.g. those of government ministries) can add a page with specific information on their involvement with open government reforms, with a link to the main site.

  ➢ *Example: a number of countries have a website dedicated for open government. Here is an example from Argentina:*

https://www.argentina.gob.ar/paisdigital/gobiernoabierto and from
Canada: *https://open.canada.ca/en*
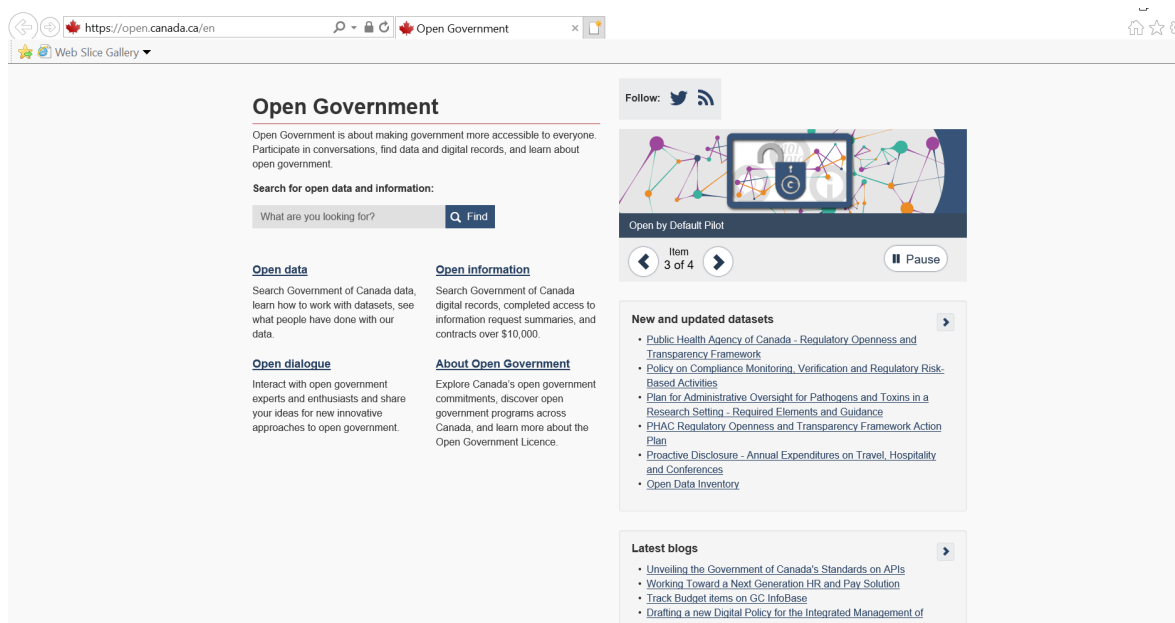
- **Brochure:** A concise and visually engaging brochure that synthesises the key elements of the open government reform can be shared with stakeholders during events and meetings.

> ➢ *Example: Finland's "Open Government Support Package" provides a checklist for open government, defines the related principles, and explains its legal basis, among other things.*
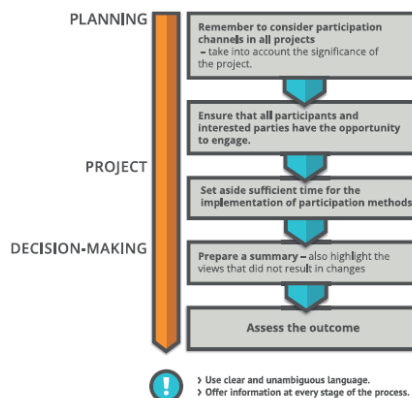
Shared Principles of Open Government

› CITIZENS' RIGHTS
- We promote the right of citizens to have access to information and to participate in the development of public solutions and services.
- We offer information on matters during the early stages of decision-making to ensure that public opinion has a real influence on the final decisions.

› OPENNESS
- We allow access to information on government actions and to government data resources in an equal and fair manner. The information is easy to access and utilise.

› RESPONSIBILITY
- We ensure that citizens' views are taken into account at various stages of the decision-making and implementation processes.
- We offer information in advance on all the stages, goals and limitations related to the gauging of public opinion and citizen involvement.
- We ensure that the information we provide is accurate and up to date.

› EQUAL ACCESS
- We offer all citizens the opportunity to participate in the preparatory work and development of decision-making.
- We use both traditional methods and electronic channels for participation and the provision of information.

› SEAMLESS OPERATIONS
- We plan our operations in collaboration with various administrative authorities in order to avoid overlapping work and conflicting and fragmented operations.

› RESOURCES
- We strive to create an organisational culture based on open governance, ensuring that we possess sufficient expertise and resources to guarantee open decision-making using electronic and traditional channels.

› ASSESSMENT AND CONTINUOUS DEVELOPMENT
- We regularly assess the realisation of open government practices and use these assessment results in the planning of development measures. The extent to which we succeed in open governance is determined by whether citizens truly feel that their views have been taken into account in the decision-making process.

All of us in public administration take pride in performing our work in line with the principles of open government.

Golden Rules for Participation

PLANNING

Remember to consider participation channels in all projects – take into account the significance of the project.

Ensure that all participants and interested parties have the opportunity to engage.

PROJECT

Set aside sufficient time for the implementation of participation methods

DECISION-MAKING

Prepare a summary – also highlight the views that did not result in changes

Assess the outcome

› Use clear and unambiguous language.
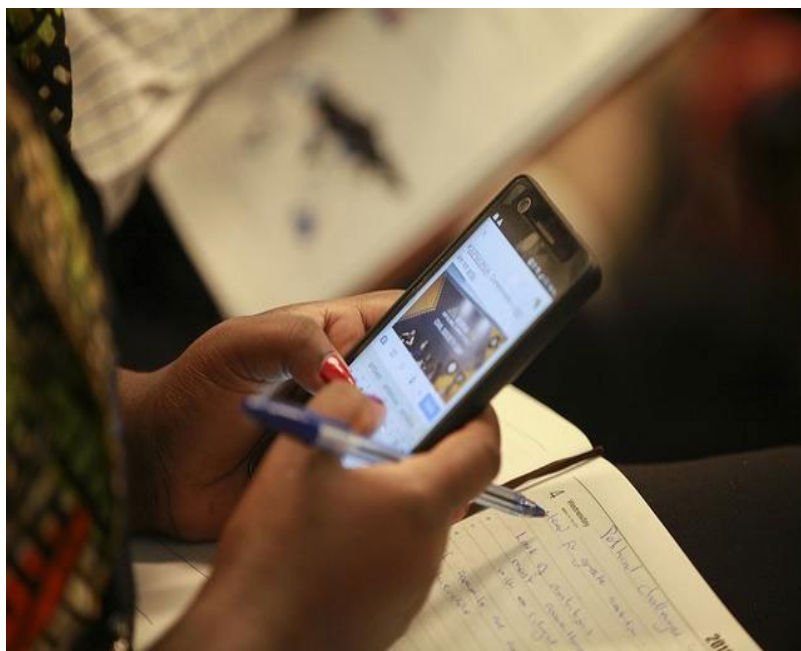› Offer information at every stage of the process.

➢ *Example: OECD Brochure on Open Government*

- **Presentation template:** To ensure that communication is consistent across government departments and bodies, a template presentation can be developed with core messages and design elements, which can then be tailored with content relevant to the specific users.

- **Social media content:** Quotes, video clips and graphics can be collated into a social media toolkit or package, which can be shared via the social media channels of government institutions and partners.

  ➢ *Example: Here are some examples of OGP and OECD social media posts receiving a high level of traffic.*
    - *Launch of New Campaigns: Open Gov Week 2019*
    - *Highlights from OGP Events: 2018 OGP Asia-Pac Regional Meeting*
    - *Promotion of OGP Resources: Skeptic's Guide to Open Government*
    - *Announcements of New OGP Members: Republic of Seychelles*
    - *Sharing CitizENgage Campaign Stories and Videos: Paraguay: Citizen Councils Renew Hope*
    - *Public Consultation on the OECD Recommendation of the Council on Open Government*
    - *Events on OECD open government in Latin America The OECD Network on Open and Innovative Government in LAC*
    - *The call for cases for the Toolkit Navigator for Open Government*

- **Mass communications tools:** for particular campaigns that aim to target citizens widely, it may be appropriate to use billboards, advertising (radio and television) and leaflets.
  - ➢ *Example: In the 2018 OGP Global Summit in Georgia, the government used billboards, banners and signage to promote the event to a wide audience.*

➢ *Example: Argentina promoted its regional summit with branded signage used throughout multiple venues.*

➢

- OECD International Forum on Open Government, 30 September 2014

- **Interactive communication means:** governments are recognizing that trust is a prerequisite for effective and strategic communication – and this requires new formats to engage with citizens. Communicators are shifting toward using techniques such as citizen panels, Google Hangouts, and online or offline deliberative dialogue formats.

  - ➢ *Example: OGP often hosts webinars to bring together the open government community and encourage peer learning and knowledge sharing on critical open government issues among civil society, government practitioners, and other participants. The webinars cover various themes such as anti-corruption, public service delivery and inclusion. Webinars can be accessed on the OGP website here.*
  - ➢ *Example: in Paraguay, an informal WhatsApp group was created that includes a variety of governmental and non-governmental actors working on open government*
  - ➢ *Example: the OECD organises regular online meetings of its open government experts group, which includes government representatives leading this agenda in OECD member and partner countries.*

.@OECDgov connecting with #opengov
leaders from across the globe to shape next
steps on governance & impact of #opengov

8:23 AM - 18 Jul 2017

Partnering for effective communication

In addition to public communicators who work in the government office in charge of open government, there is a wider circle of stakeholders who can contribute to designing and implementing a communications plan for openness.

Going beyond the public officials specifically in charge of open government can yield great benefits. Indeed, all public communicators in the country can play a role, not just in disseminating an open government strategy or OGP NAP, but also in acting as advocates of transparency and participation. By improving interactions with citizens, providing them with relevant information and facilitating access to data, for example, public communicators are a prime example of open government promoters, regardless of the ministry in which they work.

> ➤ *Example: with the support of the German Federal Foreign Office, the OECD helped Morocco establish the country's first network of public communicators in 2017. It is chaired by the Minister of Public Services and Modernisation of the Administration (who is also in charge of the open government agenda in the country), and it includes representatives from all ministries. In addition to identifying key reforms for public communication, it has enabled increased coordination on open government initiatives and a greater role of communicators in implementing them.*

Multi-stakeholder committees or forums can also be a major asset in communicating for open government. These are common in OGP participating countries, where Action Plans are developed through a collaborative process informed by these committees, which include governmental and non-governmental stakeholders in equal share. OGP's co-creation standards ask countries to "identify an existing or new forum to enable regular multi-stakeholder consultation on OGP implementation."

> ➢ *Example: Local OGP participants Sao Paulo, South Cotabato, Kaduna, and the governments of Argentina, Dominican Republic, Guatemala, Panama, and Paraguay all use social media to invite participants to forums.*

> ➢ *Example: with the support of* the US Middle East Partnership Initiative *the OECD helped Tunisia develop a communication plan for its Action Plan in 2018. The plan was built through discussions between members of the Open Government team of the Presidency of the Government, members of the Steering Committee of Open Government, public communicators, a representative of Parliament, as well as representatives of civil society and media. The plan has identified key objectives, audiences, messages, priorities and responsibilities and includes a first series of specific communication activities.*

> ➢ Example: France's Open d'Etat forum: co-organised by EtaLab and Datactivist, the aim of the forums is to focus on one theme at each meeting to allow public servants involved in innovative projects and civil society actors to meet and discuss a variety of Open Government-related topics. Held five times per year, and open to any participant, the "Open d'Etat" forums are also opportunities to collectively review, along with civil society organizations, the different levels of progress achieved by administrations in terms of open government reforms.

Le blog d'Etalab

ETALAB   DATA.GOUV.FR   DONNÉES & IA   OPEN GOV   ECOSYSTÈME

#OpenGov – L'Open d'Etat #1 : co-construisons le Forum du gouvernement ouvert

⊙ 28 février 2018   💬 Commentaires fermés sur #OpenGov – L'Open d'Etat #1 : co-construisons le Forum du gouvernement ouvert

Conçus et impulsés par Etalab, Datactivist et Vraiment Vraiment dans le cadre de la démarche de gouvernement ouvert en France, les forums « Open d'État » ont pour but de faire se rencontrer régulièrement des agents publics impliqués dans des projets d'innovation, mais aussi des acteurs de la société civile (acteurs privés, associations, ONG…) lors de forums ouverts. Au cours de l'année 2018, cinq autres forums sont prévus, à raison d'une soirée par forum.

Vous souhaitez participer ?

>> Inscrivez-vous au premier forum « Open d'Etat » <<

Entretenir un cercle vertueux de dialogue entre la société civile et les administrations

Dans le cadre du Partenariat pour un gouvernement ouvert (PGO), rejoint par la France en 2014, les administrations françaises conçoivent un Plan d'action national bi annuel visant à rendre l'action publique plus transparente et plus collaborative. Le plan d'action pour la période 2018-2020 est en cours de finalisation . Il sera **présenté au courant du mois de mars** et comportera des engagements thématiques ou

Langue

🇫🇷 Français 🇬🇧 English

Étiquettes

AMI IA appel à projets Cartographie CDO Charte code source Conférence de Paris Culture Data.gouv.fr Dataconnexions données Ecosystème EIG Entrepreneurs d'intérêt général Evenement G8 gouvernement ouvert Hackathon hackfrancophonie IA innovation ouverte Intelligence Artificielle International Lab IA Logement logiciel libre Modernisation de l'action publique OGP OGP Toolbox ONU open data opendata open data camp open gouvernement Open Gov opengov open innovation PGO PIA Rapport Santé Sommet mondial PGO technique Territoires Toolbox

An effective approach can also be to identify partners outside the government who would be willing to serve as **amplifiers and endorsers** for the communications plan. These partners can be particularly effective in reaching particular audiences due to their **credibility and existing relationship** with these groups. Such partners could include, for example, civil society organisations, private sector representatives and youth associations.

➢ *Example: OGP has a team of [ambassadors and envoys](#) that promote open government through tweets, blogs, interviews and videos.*
  ▪ ***Civil Society Example****: Open Contracting Partnership frequently tweets about OGP initiatives and events and reshares content to their audiences. Their staff led [workshops](#) and participated in panels at the 2018 Asia-Pacific Regional meeting in South Korea and recently wrote a [blog](#) for the OGP website.*

  ▪ ***Business Example****: The B-Team's [The Business Case for Protecting Civic Rights](#)*

  ▪ ***Youth Organization Example****: Leaders of Restless Development's Youth Power campaign, Accountability Lab and Fundación Multitudes led the ["NextGen: Youth and the Future of Open Government Workshop"](#) at the 2018 OGP Global Summit in Tbilisi, Georgia.*

  ▪ ***Campaign Example****: OGP, Results for Development, Open Gov Canada and the International Development Research Centre are collaborating on an initiative that uses research and action to encourage governments and civil society to champion initiatives leading to gender advancements in open government and more inclusive co-creation processes.*
    ○ *Beyond the initiative's official partners, others working in open government and gender-inclusion spaces have been spreading the word among their networks including [Open Heroines](#), [Gobierno Abierto](#), [Open Data For Development](#) and others.*

When communicating for open government
A 10 point summary

1. Begin with an assessment of the current situation to identify strengths and weaknesses, potential challenges, opportunities and existing perceptions.

2. Set clear and realistic objectives, with tangible, measurable outcomes.

3. Monitor and evaluate progress towards the attainment of objectives on a continuous basis.

4. Identify responsibilities and timeframes for your activities. Aim to reach all relevant audiences with a coherent communication strategy.

5. Tailor your messages to reflect the concerns of various types of stakeholders.

6. Have clear messaging, supported by engaging content (case studies, impact reports, etc).

7. Use a wide range of relevant channels to spread the messaging (media, events, campaigns, meetings) and target the correct audience.

8. Engage with your audience on social media and adapt your communication to these platforms' specificities.

9. Identify partners who can contribute and implement the communication plan both internally and externally.

10. Learn from your interactions with the communication professionals, policy-makers and civil society community, as they each have an added value to bring to the open government agenda.

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