

Building open, transparent, responsive and inclusive cities

White Paper on Transparency and Open Government

Urban 20 White Paper

An UCLG and OGP contribution to the U20 process



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Authored by:



About Urban 20

Urban 20 (U20) is a new city diplomacy initiative developed under the leadership of Horacio Rodríguez Larreta, Mayor of the City of Buenos Aires and Anne Hidalgo, Mayor of Paris and Chair of C40 Cities Climate Leadership Group (C40). Launched on December 12, 2017 at the One Planet Summit in Paris, the initiative is chaired by the cities of Buenos Aires and Paris, and convened by C40, in collaboration with United Cities and Local Governments (UCLG).

What U20 seeks, is to highlight the expertise of cities in a range of global development challenges and to raise the profile of urban issues within the G20. U20 will offer solutions and clear recommendations to national leaders for their consideration ahead of the 2018 G20 Summit. The first year of the U20 initiative will culminate in the inaugural U20 Mayors Summit in Buenos Aires, October 29-30. With this event, U20 will remain a stepping stone toward ensuring an ongoing dialogue between cities and the G20.

In 2018, 26 cities have participated in Urban 20: Barcelona, Beijing, Berlin, City of Buenos Aires, Chicago, Durban, Hamburg, Houston, Jakarta, Johannesburg, London, Los Angeles, Madrid, Mexico City, Milan, Montreal, Moscow, New York, Paris, Rio de Janeiro, Rome, São Paulo, Seoul, Sydney, Tokyo, and Tshwane.

For more information, please visit: www.urban20.org

About the White Papers

Urban 20 is proud to present a series of White Papers from our Strategic and Advisory Partners that highlight the most relevant topics on the cities development agenda and the forthcoming urban trends. These papers define the challenges that local governments are currently facing and offer open recommendations supported by relevant, up-to-date research and data. The intention of this work is to broaden the understanding and perspective of decision makers and stakeholders as to enhance their ability to tackle these most pressing issues. The White Papers also represent the hard work and dedication of these agencies and organizations to keep the public well informed about the ongoing efforts to address the present and future challenges we share as humankind.

Image: Orbon Alija

The White Paper on Transparency and Open Government: Building open, transparent, responsive and inclusive cities is a White Paper prepared by the Community of Practice on Transparency and Open Government of United Cities and Local Governments (UCLG) together with the Open Government Partnership (OGP) as a voluntary contribution to enrich the discussions of the Urban 20 process.

About the Authors



The Community of Practice on Transparency and Open Government of the global network of United Cities and Local Governments (UCLG)

Created within the framework of United Cities and Local Governments (UCLG), the Community of Practice on Transparency and Open Government is a platform to support peer learning, networking, wider awareness and capacity development on open governance and public integrity at the local level and to promote the role of local and regional governments in developing and promoting practices of transparency, participation and accountability for the achievement of sustainable territories. It promotes the principles of Open Government among its members, promoting their inclusion and articulation in the local, national and international political agendas. Led by the Spanish Federation of Municipalities and Provinces (FEMP) with the support of the Open Government Partnership and UN-Habitat, it is constituted by a group of local governments and local government's networks interested in discussing and advancing on joint solutions, learning opportunities, collaborations and public policy exchange on Open Government issues at the local level. The coordination team for this paper was formed by Juana López Pagán and María Alejandra Rico from FEMP under the supervision of Emilia Saiz, UCLG Secretary General.



Open Government Partnership (OGP)

Open Government Partnership is a multilateral initiative that brings together government reformers and civil society leaders to create action plans that make governments more inclusive, responsive and accountable. The Open Government Partnership was formally launched at the United Nations General Assembly by 8 founding national governments and 9 civil society partners. Since 2011, 79 OGP participating countries and 20 subnational governments have made over 3,100 commitments to make their governments more open and accountable. The OGP Local program aims to

harness the innovation and momentum demonstrated by local governments and civil society partners across the world. OGP is a platform for these governments and civil society to come together to make their governments more open, inclusive and responsive, modeling the values and principles of the Open Government Declaration and processes. The OGP Coordination team was led by Brittany Giroux Lane.

Reviewer: Local Government and Decentralization Unit of UN-Habitat

This paper has benefited from the support of the Local Government and Decentralization Unit of UN-Habitat that supports local governments and their associations, working closely with both central and territorial governments to establish mechanisms of dialogue, to exchange best practices and to support projects for the empowerment of local and regional governments through a fair distribution of responsibilities and resources. It works closely with local governments in delivering accessible, transparent, efficient and inclusive public services. Its role is to develop normative and operational frameworks, to share experiences and disseminate best practices on local governance, democracy and access to basic services. It also promotes city-to-city cooperation and advocates for the role of local governments at global level. Diana Lopez Caramazana, Head of Unit, was in charge of the White Paper review and validation.

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The views, opinions, positions and recommendations expressed in this White Paper are solely those of the individuals and their organisations. They do not necessarily reflect those of Urban 20 or any of its chairs, conveners, partners and participating cities.

Executive summary

This paper approaches the concept of Open Government and the role of cities and local governments to make it real. It emphasizes on how Open Government facilitates the achievement of the 2030 Agenda and the Sustainable Development Goals, the New Urban Agenda, and other global agendas with repercussions for the city level.

The paper presents a set of practical experiences linking Open Government to the main lines of action of Urban 20, such as climate action, the future of labor and social inclusion; including cases from Buenos Aires, Bogotá, Madrid, Paris, Seoul and Johannesburg with the aim to give a view from different geographical contexts and applied to different public policies.

Finally, it proposes a number of key recommendations for city leaders and practitioners to advance in their open government agendas and to build transparent, accountable, inclusive and sustainable cities and territories.

This paper has been developed by the **Community of Practice on Transparency and Open Government of the global network of United Cities and Local Governments (UCLG)** together with the **Open Government Partnership (OGP)** as a contribution to the Urban 20 process.

The UCLG Community of Practice was created with the objectives to support peer learning, networking, wider awareness and capacity development on open governance and public integrity at the local level and to promote the role of local and regional governments in developing and promoting practices of transparency, participation and accountability for the achievement of sustainable cities. The OGP is a multilateral initiative that counts with the participation of 79 countries and 20 subnational governments aiming to secure concrete commitments from governments to promote transparency, empower citizens, fight corruption, and harness new technologies to strengthen governance.

This paper has benefited from the support of the **Local Government and Decentralization Unit of UN-Habitat** and it has been validated by city leaders, municipal teams, practitioners and city networks.

Glossary

CEPAD

Centres for the Prevention, Care, and Diagnosis of HI

CESAC

Community Action and Health Centres

FEMP

Spanish Federation of Municipalities and Provinces

GHG

Greenhouse Gases

HIV

Human Immunodeficiency Virus

ICT

Information and Communication Technology

IPES

Institute for the Social Economy

LTP

Legal Termination of Pregnancy

OECD

Organization for Economic Co-operation and Development

OGP

Open Government Partnership

NUA

New Urban Agenda

RVI

Individual Register of Informal Vendors

SDG

Sustainable Development Goals

SMG

Seoul Metropolitan Government

STD

Sexually Transmitted Disease

UCCI

Union of Ibero-American Capital Cities

UCLG

United Cities and Local Governments

Introduction

“Open Government implies a new way of governance that favors transparency and access to public information. It highlights the traceability of political decisions, involves citizens in the cycle of public policy development and implementation, and promotes joint work between citizens, administrations and the private sector. It constitutes a new alternative for public management essential for innovation of the public sector, while being a great platform and driver for the achievement of global agendas”.

Cities and local governments are a natural space for advancing on the Open Government Agenda; as they are the level of government closest to people and have a closer knowledge of their territories and their communities, being the level of government best placed to link the development goals with local communities. Cities are laboratories to promote open innovation and collaborative work between citizens and governments and have potential to renew trust and to improve the quality of democracy.

Open Government can be a platform to achieve the development agendas at city level because:

- It **can improve urban governance** as it fosters transparency in municipal management and finance, increases citizens' participation in city decisions, strengthens the communication between governments and its citizens, promotes innovation in public management and fosters the prevention and fight against corruption.
- It supports **climate action and environmental sustainability**, as it fosters participation and improves access to data in the development and implementation of climate policies key to have an impact in the reduction of pollution, the conservation of natural resources, and building of resilience to climate change.
- It **promotes economic growth and job creation** by increasing trust from and of the private sector, making data open, available and reusable, generating different economic and business opportunities and fostering innovation thanks to the use of new technologies.
- It contributes to **generate strategies for social cohesion, civic engagement and trust**, and to the provision of transparent, fair and inclusive public services.
- It can also serve as a **platform for city to city collaboration**: generating spaces for solidarity, co-creation, mutual learning and networking, despite political, geographic or cultural differences.

This paper approaches the concept of Open Government and the role of cities and local governments to make it real. It highlights how Open Government facilitates the achievement of the 2030 Agenda and the Sustainable Development Goals, the New Urban Agenda, and other global agendas with repercussions for the city level. Furthermore, it presents a set of practical experiences linking Open Government to the main lines of action of Urban 20, such as climate action, the future of labor and social inclusion; and proposes a set of recommendations for city leaders and practitioners to advance in their open government agendas and to build transparent, accountable, inclusive and sustainable cities¹.

¹ Sustainable cities is the Sustainable Development Goal number 11 of the 17th that includes the Agenda 2030 for sustainable development approved in September 2015.



Source: OGP Flickr

I. Open Government as a driver to achieve sustainable cities

Cities, and city leaders around the world, are facing the challenge to reconnect with their citizenship in a renewed way. This connection is essential to strengthening trust in the local public sector as the cornerstone, not only for service provision, but for the overall rest of the governance system to work. Citizens increasingly demand more information about their government's action, as well as greater transparency and accountability, and new mechanisms of dialogue with local public administrations. To respond to these demands, many city leaders are adopting Open Government strategies, in their management and political agenda, as a new governance model which provides an incredible opportunity for local public administrations.

How can we describe an open government?

Open Government is a model of socio-political interaction based on the principles of transparency, citizen engagement and accountability, which, fostered by new technologies and innovation, constitutes a new alternative for public management and policy, as well as for advancing in administrative modernization and democracy. (Cruz-Rubio).

“An open government is transparent, it provides information and data about its actions, budgets and performance. It is accountable to society and responsive to citizen’s needs. It fosters the traceability of public decisions, allowing continuous and adequate social control by citizens, improving public management. An open government is inclusive and participatory, allowing citizens to be involved in the formulation, implementation and follow up of public policies”.

It is the place where public administration opens to the talents emerging from citizens and other stakeholders by co-creating ideas for better public management. It goes beyond the concept of e-Government, by becoming a **driver of innovation and value creation**, and profiting from citizen knowledge and SMART technologies as tools to transform and enhance the reach and impact of its action. Finally, an open government recognizes the need to rethink the way the public operates, changing values and principles governing public sector priorities and performance, promoting trust, stronger institutions and a stronger democracy (Uraia and FEMP, 2017).

In recent years, Open Government initiatives have advanced in many countries thanks to the development and implementation of Actions Plans and commitments under the Open Government Partnership (OGP). OGP Commitments are taken by national governments, but some cities and local governments, in different geographical contexts, have been participating in the formulation of national Action Plans or have formulated and implemented plans of their own². Besides this specific initiative, plenty of cities around the world are aware, and committed to advance reforms in alignment with open government principles, by incorporating this new governance model in their local political agendas, placing cities as a reference in the elaboration of open government formulas.

Cities are key actors for the achievement of the Open Government Agenda

Cities and local governments are a natural space for the development of the Open Government Agenda. They are the level of government closest to people, they are the place where citizens and the public sector interact on a daily basis, and often they are the first (and frequently the only) point of access to government. Cities and local governments have a wider knowledge of their territories, and are the entities that directly connect national and global strategies with local realities, and with the citizens.

Urban management has already been decentralized in many countries of the world. This decentralization process has been accompanied, in varying forms, with the transfer of regulatory capacities and budgetary resources, or with important issues such as the capacity of decision over hiring civil servants. From basic services such as water and sanitation, to planning, commercial licensing, management of land, taxation, public budgets, or contracts and acquisitions, cities are playing a greater role designing policies and delivering key public services. To face the growing challenges of urbanization, visionary city and local leaders are opening up their administrations and working with their citizens to shape more open, responsive, and inclusive cities. This shift has produced some of the most iconic examples of open government initiatives.

“Mayors around the world are building cities that co-innovate, co-create and co-design policies, services, tools and solutions together with their citizens; having a great impact in battling the decrease in public trust and improving the quality of life for citizens”.

These initiatives at local level have generated more impact, have had greater visibility and are easier to measure than in other levels of government. Additionally, they are generating knowledge

² The Local Program of the Open Government Partnership works with 20 subnational governments and civil society partners that are formulating and implementing local open government action plans.

and becoming good practices that can contribute to national open government strategies.

It is a proven fact that citizen and other stakeholders' participation is higher at the local level and that it contributes to a well-targeted use of limited resources and to better public service design and delivery (OECD, 2016). Therefore, cities and local governments are working to create "virtuous circles" of engagement between local stakeholders and local institutions by promoting participatory instruments for planning and budgeting and rights-based approaches. Furthermore, they are developing new frameworks for the 'co-creation' of cities and territories, based on the stronger involvement of local actors (UCLG, 2018).

Open Government initiatives have also played a critical role at city and local level in improving transparency and accountability, and advancing in the prevention and fight against corruption. When local leaders make relevant data and information accessible, they create new channels to share the extent of their responsibilities and their own performance over service delivery. Opening up to citizen engagement not only in the design and implementation, but also in the monitoring of public policies, makes it easier for citizens to see how promises transform (or not) into real outcomes, essential to hold elected representatives accountable.

City leaders are using Open Government initiatives as new platforms to improve and strengthen communication channels between governments and its citizens. Governments that actively engage with citizens enhance democratic governance and renew trust in the public sector (OECD, 2016). This closer interrelation between citizens and local governments is maybe one of the reasons why trust in city and local governments is often higher than trust in the national ones.

Finally, open data and new technologies, which are frequent features of Open Government initiatives, are changing the day-to-day lives of people in both industrialized and developing countries. They are producing incredible repercussion in the local economy, while accelerating social transformation and generating a direct impact in the lives of the poorest. Cities are becoming laboratories to promote open innovation in public management and collaborative work between citizens and governments, unlocking the potential to overcome different challenges of city and municipal administrations.

Open Government as a platform to achieve global agendas at city level

The United Nations approved, in 2015 and 2016, a series of global agendas that have a significant impact on cities: the 2030 Agenda for Sustainable Development, the Paris Agreement and the New Urban Agenda (NUA). These agendas have all recognized that sustainable development is impossible to achieve without local leadership. The process of "localization" of the global agendas needs to go beyond the simple adaptation of global goals to the local level. It needs political will, it entails co-creating cities and territories with communities, in order to build new relationships with the citizens, and to explore joint solutions at the local level, if we want to achieve the global challenges and objectives (UCLG, 2018).

“Open government offers a new platform to support cities to implement the global agendas as it implies a new way of governance that favors transparency and access to public information, highlights the traceability of political decisions, involves citizens in the cycle of public policy and promotes joint work among citizens, administrations and the private sector”.

Moreover, transparency, participation and accountability are key to improve the living conditions of citizens through the provision of services in an open, competitive and fair manner.

The nature of the goals and targets of the global developments agendas reinforce the need for cross-cutting and effective governance. They call for stronger, accountable and capable governments and institutions at all levels, and for better service provision.

In the particular case of the 2030 Agenda, Open Government and its principles of transparency, accountability, and participation are recognized to directly contribute to the achievement of Sustainable Development Goal (SDG) number 16, on peace, justice and strong institutions. Besides supporting specific targets of the SDGs³, Open Government is also considered as the best approach by which cities can design, implement and monitor the achievement of the SDGs or the other development agendas as a whole (OECD, 2016).

Engaging citizens, civil society organizations and the private sector as partners in the strategies towards the achievement of the global agendas will ensure that public needs are reflected in decisions, generating more inclusive approaches to improve living conditions of citizens. This will encourage, for example, women's participation and empowerment, social economic and political inclusion, inclusive services of water and sanitation, and safer cities. By using this approach, cities also foster innovative solutions to lessen costs in the short term and to win trust and legitimacy and strengthen good governance, effective public management and democracy, in the long term.

Open Government policies also have an impact on the achievement of the other SDGs and the goals set by other global agendas by influencing governments to use and target resources appropriately, increasing accountability and preventing corruption. Finally, taking into account that all development agendas require monitoring, evaluating and reporting, open government initiatives can become a great strategy to advance in open and transparent data systems, as well as in establishing closer coordination mechanisms between local governments, citizens and other stakeholders.



Source: OGP Flickr

³ Increasing access to technology, ensuring access to information for sustainable development and increasing the availability of development data are some of the specific targets set in the SDG16 that can be achieved by the promotion and implementation of Open Government initiatives.

II. Practical experiences: How Open Government can be a catalyst for sustainable and resilient development, economic growth, job creation and social integration and inclusion at city level

Open Government plays a critical role in improving urban governance as: a) it improves transparency of municipal action and finances, b) increases citizens' participation in city management, c) strengthens communication channels and trust between governments and its citizens, d) promotes innovation in public management and e) helps in the prevention and fight against corruption. It has evolved from its initial focus on improving governance towards becoming a platform that contributes to all socio-economic objectives at city level.

This chapter showcases different experiences where open government has served as an opportunity for cities to support and enhance policies of climate action, the future of work and social inclusion - thematic priorities of Urban 20 - and city to city collaboration and networking.

1. Climate action: building sustainable, inclusive and resilient cities

Open Government can accelerate climate action and environmental sustainability through fostering transparency, accountability and citizen participation in the development and implementation of climate policies related to the reduction of pollution, the conservation of natural resources, the improvement of mitigation and adaptation planning and the development of capacities and resilience to climate change. This model of governance can also help to improve urban resilience, promote a more sustainable use of water and energy, an integrated waste management, and participatory planning approaches that integrate risk prevention (UCLG, 2018).

Open government initiatives create enabling environments for co-creation, innovation and accountability in climate action. It creates opportunities for civil society to be part of the public-policy cycle, and to be able to identify risks and problems, to develop solutions and hold government authorities accountable (Government of France and World Resources Institute). Open Government initiatives can also enhance transparency and promote better access to information and data allowing for risk evaluation, informed sectoral policy development and improved monitoring and tracking systems on climate policies. The examples below showcase collaborative work between government and civil society, and platforms to share open climate relevant data showing how Open Government can generate platforms to the implementation and achievement of the Paris Agreement and the 2030 Agenda.

1.1. Paris: Co-created Climate Action Plan

Title	Co-created Climate Action Plan
City / Region	Paris (France) - Europe
Challenge & solution	Cities hold close to 60% of the world's population and generate close to 70% of worldwide greenhouse gas emissions. As such, cities hold a key role in advancing climate action. The City of Paris has been a leader in combating climate change at the local level - creating and implementing climate actions aimed at reducing

greenhouse gas emissions and energy consumption and increasing the city's climate resilience in order to advance towards the Paris Agreement to remain under 2 degrees of warming of the planet.

Paris developed a Climate Action Plan in 2007 and again in 2012. However, this most recent Climate Action Plan, adopted in early 2018, underwent a strong co-creation process, working to engage citizens in the action plan development as well as the future implementation of projects and actions under the plan.

The goals sought under this action plan are as follows (Mairie de Paris, 2018):

- By 2020, the city will reduce GHG emissions and energy consumption by 25% (compared to 2004 levels) and will achieve a 25% share of renewable energy.
- By 2030, the city will reduce GHG emissions by 50%, consumption by 35%, and achieving 45% share of renewable energy.
- By 2050, the city will be carbon neutral and achieve a 100% share of renewable energy.

Approach

Paris, a member of the Open Government Partnership, regularly works to be more transparent, participatory, and accountable through opening up decision making processes in the planning and development of the city. For example, Paris City Hall annually conducts a participatory budgeting process, where citizens can propose and vote on projects to spend €100m of the city's budget.

Recognizing the importance of citizen engagement in city processes, Paris sought citizen input throughout the entirety of the co-creation process, from the creation of proposals, to the approval of plan, to the implementation of the projects. Between November 2016 and March 2017 during the creation of the Climate Action Plan, 700 people (citizens, experts, associations, civil servants, etc.) were mobilized to strengthen the plan through in-person and online convenings and discussions. 280 citizen proposals and 300 expert proposals were submitted and a synthesis of these inputs was published in April 2017 (Mairie de Paris, 2017). Additional consultations took place between December 2017 and February 2018, where more than 900 responses were collected from citizens in the Paris region. These responses helped to identify priority themes as well as introduce new actions into the plan - such as improving interoperability between transit systems (tramway, bus, Metro, and regional rail) and implementing a food donation platform.

In May and June 2018, Paris sought the approval of the Climate Action Plan by citizens through both online and offline voting. This voting brought together 73765 Parisians with 95.95% voting for the proposed Climate Action Plan. Additionally, over 15,000 voters signed up to be "Climate volunteers", willing to work with the City of Paris to advance the

success of the Climate Action Plan and support the implementation of the proposed projects (Blauel, 2018). On September the 22nd a first rendez-vous gathered 1,000 volunteers in the City Hall to meet 40 organizations of the Parisian green ecosystem and take part of workshops to start working on different issues like: citizen governance, solidarity, air quality, volunteers brainstorming, zero waste challenge, etc. Paris will now work with these volunteers to co-create their work plan - with 80% of the Climate Action Plan objectives depending on daily action from citizens, they will be a core group to animate to advance climate action.

Innovation & practical improvement

The co-creation of a Climate Action Plan has led to increased awareness of the need for climate action in Paris. Additionally, in the field of climate action through Paris' chairmanship of C40, Paris is leading cities in increasing the awareness of the need to engage citizens directly in policy making around climate needs.

Did it open government?

Along the entirety of the Climate Action Plan co-creation process, the City of Paris has sought to engage citizens as collaborators in the Climate Action process. By engaging them in the identification of topics, prioritization of themes, creation of proposed projects, the implementation of these projects, and the budgeting applied to these objectives via the participatory budgeting process, Paris has showed the usefulness of extensive, robust co-creation and citizen participation.

Lesson learned

Engaging citizens need not be one time only - in fact, engaging them across the lifetime of a project or planning process is a robust tactic for increase citizen participation. Open government can act as an opportunity for democracy between elections - empowering citizens to have a voice in the climate city action plan was not a one-time opportunity. Having designed the process to be long-term, the City of Paris has been able to engage over 15000 citizens beyond voting and moving into taking action to advance climate within the city.

Link with SDGs

SDG 7 (Affordable and Clean Energy)
SDG 11 (Sustainable Cities & Communities)
SDG 13 (Climate Action)

More information

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1.2. Seoul: Open and Big Data on Environment

Title	Open and Big Data on Environment
City / Region	Seoul (South Korea) - Asia
Challenge & solution	<p>In recent years, air quality and water quality have been concerns for Seoul Metropolitan Government. Air pollution has worsened to the point that the government had to offer free public transport and implement a mandatory alternate no-driving program when daily density of particulate matter averages exceeded 50 micrometers per cubic meter for two days. As part of their efforts to advance climate action, Seoul has additionally transformed a major elevated thoroughfare in the city center into a park to improve access to the river and lower urban heat in the area, as well as planting more than 16 million trees to improve cooling.</p>
Approach	<p>In order to address citizen concerns about environmental quality, SMG has approached these concerns with transparency, analytics, and services to citizens. They have done this through creating an open data plaza, working through big data to increase government responsiveness, and improve government analytics.</p> <p>In transparency, SMG has opened around 4,500 datasets in 10 thematic areas such as public health, and environment through Open Data Plaza website. The datasets average 670 thousand uses daily. Additionally, SMG has worked to open up more data sets depending on what citizens have expressed as their preferred information. In 2012, citizens accessed air pollution information more frequently than any other information at 30% of the topics. They have worked to make air quality and pollutant information easily accessible and easily readable through an online portal that shows air quality geospatially.</p> <p>* The real time air quality data is the second most sought after data by people after real-time subway data as of May 2018.</p> <p>In analytics, Seoul runs what is called the “Seoul Big Data Campus” where citizens and government officials review the open data to analyze issues and advance policies to resolve those issues. In services and responsiveness to citizens, SMG has opened a Digital Civic Mayor’s Office which tracks general conditions on SMG as well as civic complaints and the Mayor and other officials can ensure the appropriate responsiveness of government to key concerns of citizens.</p>
Innovation & practical improvement	<p>Enabling citizens to engage in choosing what data to release allows for a government that is more connected and responsive to what citizens are concerned about and interested in.</p>

Did it open government? SMG has worked to increase transparency through release of data in a participatory manner, having citizens select what data sets to release, works to create a more open and inclusive government. In addition, having citizens analyze data and co-create policies to improve government through the Seoul Big Data Campus places citizens at the center of policy making and decisions.

Lesson learned Combining technology and real action from government can be successful - allowing for smart city improvements while placing citizens at the center of the technology - prioritizing their insights, analysis, and concerns.

Link with SDGs SDG 11 (Sustainable Cities & Communities)
SDG 13 (Climate Action)

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2. The future of work: preparing citizens for a shift in the labor market

Low levels of trust, closed data and citizen apathy can have an impact on investment decisions. Citizens and business become more risk averse, having an impact on innovation, employment and long-term growth (Government of France and World Resources Institute). These features can also affect the willingness of citizens and business to pay taxes, impacting city's finances and the provision and quality of public services.

Open Government at city level can be an engine for inclusive economic growth and job creation as it increases trust within the private sector. Moreover, making data open, available and reusable can also generate business opportunities and foster the use of new technologies and innovation for value creation in both private and public sectors.

Cities can use open government initiatives in order to: a) collect new revenues, b) gain insights into what really matters to citizens, c) to avoid costs, d) to add value to the data provided by governments, and to e) improve how government works making economic growth more inclusive.

II.1. Bogotá: Attention model for the informal economy

Title Attention model for the informal economy

City / Region Bogotá (Colombia) - America

Challenge & solution The City of Bogotá has received a significant number of displaced people as a consequence of the internal armed conflict in Colombia, as well as the recent migratory flow of Venezuelan population. These persons arrive to Bogotá with

aggravated conditions of vulnerability and a subsequent situation of marginality (Ibáñez and Velásquez, 2008) and have a clear disadvantage compared to the non-displaced population to access the formal labor market. A situation aggravated by their low educational and labor skills levels. On the other hand, the conditions of the formal labor market in the city have the highest unemployment rate amongst young people⁴. These segments of the population are in risk to enter into informal employment or resort to criminal practices. The City Council Institute for the Social Economy (IPES), faces these challenges through actions aimed at strengthening the capacity of income generation of informal workers thanks to orientation, relocation, training for formal work and promotion of business and sustainable entrepreneurship.

According to IPES' database (HEMI), 81,275 citizens claim to be informal sellers as of July 2018, of which only 51,781 (63%) are registered in the City's Individual Register of Informal Vendors (RVI). The current challenge is to define an intervention strategy that allows to mobilize and retain a greater number of street vendors through a flexible offer of training and assistance that is more appropriate to the sellers' socio-economic profile and that allows them either to become self-sustaining entrepreneurs or qualified employees to suit the demand of the local labor market.

Supported by international cooperation (European Union's Socieux + Program, the Union of Iberoamerican Capital Cities and Orienta Pro), Bogotá updated its model of intervention for informal vendors, with the aim of achieving an integral assistance approach. The improvement was to generate a structured and systematized model that contemplates comprehensive attention to the challenges brought by informal economy allowing to redirect the population to the inter-institutional services offered and to trace the evolution of beneficiaries and the attention provided.

Approach

The model was updated in the following phases:

- **Review and validation the model of attention to the beneficiaries:** The process started with the review and validation of methodologies and conceptual and technological frameworks previously used. The modalities and tools of profiling of street vendors were refined and improved to respond in an accurate way to people's competencies and to achieve better diagnosis of the attention required. The process culminated with the revision, consolidation and updating of materials, procedures and tools, including the system for the initial identification of the vendors (HEMI) and with the

⁴ The unemployment rate for people under 29 years of age is 15.10%, while the rate for those over 29 years of age is 11.60%.

implementation of a plan for its improvement and adaptation with the new technological platforms to be installed.

- **Development and set-up of a comprehensive attention approach:** A mapping of the most relevant entities was carried out and a network of entities with different social protection programs was established fostering inter-institutional cooperation and work. Comprehensive attention mechanisms were established and referral and coordination systems with other entities were set for the cases of people who ask for assistance but do not meet the requirements to be covered by IPES and present needs that could be covered by other municipal, regional, state or civil society entities part of the network. A Comprehensive Attention team was structured to be responsible for the recruitment, profiling, psychosocial care, inter-institutional referral and follow-up.

- **Implementation of Orienta Pro technology platform:** The platform, currently in implementation, will allow to create and store the individual profiles of population attended by the system. This will guarantee the traceability of all actions taken while tracking people's evolution within the programs offered by IPES or by other institutions part of the Network. The implementation of this tool will allow to move forward to the generation of statistical records, indicators and monitoring mechanisms.

The transformation towards a systematic, comprehensive and traceable model has been carried out based on an open and transparent process in which the beneficiaries, public and private entities at different levels and NGOs with a portfolio of services related to the informal economy and international cooperation actors (UCCI, Orienta Pro and Socieux +) actively participated.

Innovation & practical improvement

The good practice contributed to a greater efficiency of IPES projects and a greater social impact due to a correct location of the people receiving attention and an effective distribution of social spending in those who need it most resulting in the improvement of the quality of life of the population served. The model addresses the problem from an integral viewpoint that seeks to promote informal vendors' access to an income-generating alternative, through entrepreneurship or access to the labor market, and to encourage alternatives for improving the socio economic personal and family conditions. The model has allowed to advance in the generation of data and to have a set of indicators so that the Administrations in general and the IPES in particular can adjust their policies and optimize their projects for specific groups. This model has become an example for other institutions of the local, national and international level.

Did it open government?

The model enabled other entities to open government information, including civil society, while also allowing the sharing of data information and standardized processes, strengthening the right to information of the beneficiaries and citizen, mobilizing them to participate in the public debate and make contributions that will hopefully lead to a more responsive, innovative and effective governance process. Innovation processes were fostered by letting beneficiaries to interactively participate in the creation of their profiles, allowing the use of technology and open data by government employees and citizens alike.

Lesson learned

The main achievements of this practice is the establishment of intra and inter-institutional cooperation and coordination channels. The process counted with the 5 sub-directorates of IPES, other social assistance entities at the municipal, regional and state levels and civil society organizations. Through fostering peer-learning and analyzing national and international practices, initial resistances became the engine of constructive debates that led to the unification of strategies and the coordination of the different portfolios of services. This joint process generated productive exchange spaces and allowed for accurate definition and implementation of solutions to help Bogotá City Council in its efforts to improve quality of life of the informal vendors of the city.

Link with SDGs

SDG 1 (No poverty)
SDG 8 (Decent work and economic growth)
SDG 10 (Reduced inequalities)
SDG 11 (Sustainable Cities & Communities)

More information

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3. Social integration and inclusion: delivering opportunities, safety and equality for all

Regardless of their budgetary and regulatory frameworks, cities and local governments can play an important role as guarantor of rights, contributing to provide equal opportunities for all citizens avoiding social fragmentation. Cities must work in the promotion of efficient, legitimate and fair services, with institutions that fight inequality, poverty, corruption and insecurity in order to guarantee a better quality of life of its citizens, a stronger democracy, and sustainable development (Arroyo, López, Martínez and Tornos, 2013).

Open and inclusive government policies can help ensure that the public sector responds to the needs of all citizens, especially potentially marginalized and vulnerable communities and it is a good way to advance in the provision of transparent, fair and inclusive public services and safer communities. By working to include these populations in the policy-making process, cities can improve public services for all. Furthermore, by providing information on the actions of public authorities, preserving civic space in a closing national context and offering opportunities for direct democracy, open government initiatives can encourage greater accountability and reinforce trust, social cohesion and institutional strengthening (OECD, 2016).

3.1. Buenos Aires: Integrated portal for information on access to sexual and reproductive services

Title Integrated Portal for Information on Access to Sexual and Reproductive Health Services + reporting mechanism

City / Region Buenos Aires (Argentina) - America

Challenge & solution In Buenos Aires, young people lacked information on how to access sexual and reproductive health services. Closing the information gap presented an urgent challenge for the city government - especially in light of the slight increase in HIV diagnoses.

Buenos Aires, an Open Government Partnership participant, committed to ensure that all residents, and young people in particular, could easily access information on sexual health services. Several ministries joined forces with civil society organization Fundación Huésped to expand the existing online platform for sexual health information—#DÓNDE—by adding new layers of data, as well as a reporting mechanism allowing visitors to evaluate the quality of the services received. Although #DÓNDE was operational before the work under the OGP process, Fundación Huésped previously received the data sporadically and in paper format, which made it difficult to keep the platform up to date. The implementation of this reform led the responsible ministries to share information in a more organized and systematic way. Updated visuals on the #DÓNDE platform now map where residents of Buenos Aires can access sexual and reproductive health services, such as HIV testing points, free contraceptives, vaccinations, and legal abortion centers. The platform's reporting mechanism also invites young people to review the quality of the service received, while encouraging CSOs and government to monitor and evaluate the provisions of those services. Fundación Huésped can share these comments, reports, and evaluations about the individual services and health centers to the City's Coordination of Sexual Health and STDs in order to monitor and address these concerns, if applicable. This reporting is expected to happen monthly.

Approach This project was co-created through the OGP Action Plan process for the City of Buenos Aires, which took place first in 2016. The co-creation process consisted of 27 on-site work roundtables, with the participation of 21 civil society organizations, 16 government areas of the 3 branches of State, 2 research institutions and one university. Through this process, five commitments were co-created around sectoral issues of health, transport, education, and how to

engage the three branches of government. The goal of this Action Plan was to apply open government solutions to improve public service and quality of life for the citizens of the City of Buenos Aires.

Innovation & practical improvement

Women have better access to vital information related to their sexual and reproductive health and rights, in an easy to understand and easy to access platform that is regularly updated. Additionally, they have gained a structured way to submit feedback and concerns about the health services they receive.

Did it open government?

As a result of this commitment, the City government of Buenos Aires now publishes the information collected in new datasets and georeferenced maps on its Buenos Aires Data site and on the City Government Page. This unprecedented access to data can now be used by the private, public and CSO sectors to improve health services. It also generates new opportunities for the public to inform and influence government decisions based on joint work with Fundación Huésped and the implementation of the reporting mechanism. This work has also led to the updating and improving of municipal datasets of Hospitals and Community Action and Health Centres (CESAC), with the addition of information on the following: if they provide sexual and reproductive health services, including specifics on what type (i.e. IUD, condoms, pregnancy tests, emergency contraception/the morning-after pill), if they provide legal termination of pregnancy (LTP) services, if they are centres for the prevention, care, and diagnosis of HIV (CePAD), and if they offer vaccination services.

Lesson learned

Working in collaboration between civil society and government agencies created a stronger outcome within this process. The role of civil society here was not limited to input - the participation of civil society as executing and implementing partners strengthened the overall quality of the project and assisted in monitoring and holding accountable government agencies to produce what was expected of them. The platform and this work was in a difficult social context related to sensitive issues. Having the platform developed by Fundación Huésped, to evaluate and qualify services in health centers related to sexual and reproductive rights, helped to prevent discretionary treatment, and produced a far-reaching platform through the collaborative government-civil society partnership.

Link with SDGs More information

SDG 3 (Good Health & Well-Being)
SDG 5 (Gender Equality)
SDG 10 (Reduced Inequalities)
SDG 11 (Sustainable Cities & Communities)

More information

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Links: - Donde

Portal integral de provisión de información y canal de reporte sobre servicios de salud sexual y reproductiva

<https://data.buenosaires.gob.ar/dataset/centros-de-salud-y-accion-comunitaria-cesac>

<https://data.buenosaires.gob.ar/dataset/hospitales>

3.2. Johannesburg: Mapping informal transit to improve public transit services

Title Mapping Informal Transit to Improve Public Transit Services

City / Region Tshwane, Johannesburg (South Africa) - Africa

Challenge & solution

In many cities in the Global South, public transportation systems are inadequate and highly informal. Where economic opportunities and residential areas in cities are far apart and private transit is inefficient and out of reach financially for many, public transportation options are essential to urban citizen's mobility and accessibility and safety. Many cities are unable to provide adequate public, regulated, and formalized transportation in cities. In South Africa, the minibus taxi industry (informal) makes up 65% of all public transport, with bus and trains accounting for 21 and 14% (Andersen, Booysen and Zeeman).

The South African informal minibus taxi industry is quite a common approach in the Global South - with private operators working to provide a public service to commuters at a higher environmental, safety, and time cost. In some instances, such as in the City of Cape Town, lower income citizens can spend upwards of 46% of their income on transport monthly. This is a large burden that falls to lower income groups in particular as they try to access work, school, and home. Much of the informal transit networks remain unregulated, unmapped, without set timetables and occasionally unsafe (Jackson, 2016). In order to understand the systems, stakeholders have set out to map the informal networks to provide better access to information on transit routes, headways, etc. In South Africa's Gauteng Province, where the cities of Johannesburg and Tshwane are located, nearly 13 million people live and commute in one of the largest urbanized regions in Africa (Where Is My Transport). Within the province, there are 2,800 informal minibus taxi routes, providing essential connectivity throughout the region and the Cities of Tshwane and Johannesburg, in a

difficult post-apartheid context of addressing racial segregation. In order to understand and improve the system of public transport, there was first a need to track and analyze the system that exists.

Approach

Tracking, using, and analyzing a complex minibus taxi network is difficult when there is no official information on routes, operators, costs, time schedules, etc. In order to capture this information, an organization called Where Is My Transport worked with local project partners to identify and train a team of data collectors to use their application to map the routes. These data collectors were local users of the minibus taxi system and lived in the area being mapped, so they could collect both quantitative and qualitative information about the routes and service.

Using an application developed by Where Is My Transport, these data collectors were able to collect information route data, frequency, fares, and common stopping points. Following the data collection, the information is validated by the local partners and developers. In a four-week period in Gauteng, this effort captured over 2800 unique minibus taxi routes, totaling 44,000 kilometers in length. For the cities of Johannesburg and Tshwane this information is essential to be able to understand the complexities of the minibus taxi network, to analyze level of service and hopefully improve the quality of service. Additionally, citizens can make use of this information to plan journeys on informal transit, perhaps decreasing travel time, cost, and increasing accessibility and mobility.

Innovation & practical improvement

Historically segregated due to the apartheid system, many black South Africans still live in physical separation from areas of the city where they work, making it time-consuming and expensive to commute on informal transit networks that are not supported by local governments. In gathering data about routes, service quality and schedules, citizens can make more informed decisions about their accessibility options. Additionally, this innovative approach has been used in other cities throughout the Global South to crowdsource informal transit information. Doing enables developers to create trip planning applications, citizen service feedback platforms (where citizens can register quality issues related to the bus service or the road quality), or even report unsafe conditions through applications like Safetipin.

Did it open government?

Combining access to information, civic participation (through data collection) and technological innovation, mapping the informal transit network in Gauteng Province has improved citizens' ability to access information about transit services as well as improving information for decision making around urban mobility and planning for municipal governments such as Johannesburg and Tshwane.

Lesson learned	Partnerships between local stakeholders and innovative technology companies can help advance greater access to information and improve service quality, even in areas where much information is not held by the government, such as in the case of informal transit.
Link with SDGs	SDG 10 (Reduced Inequalities) SDG 11 (Sustainable Cities & Communities)
More information	Contact: Claire Enslin, Where Is My Transport, claire@whereismytransport.com

4. City-to-city cooperation on Transparency and Open Government

City-to-city cooperation has proven results on strengthening sectoral public policies based on technical cooperation (exchange of good practices, networking, generating political dialogue and capacity building). Nowadays, this kind of cooperation has become a platform for shared learning and peer-network support helping cities' officials to be more transparent and inclusive. Citizens around the world compare themselves with other cities and citizens, fostering accountability and finding solutions to face similar and increasingly urban challenges (Ahsan, 2017). City-to-city cooperation on transparency and Open Government issues can also help to build knowledge and solidarity networks to face the common challenges of cities.

4.1. Madrid: Consul Project, a global platform to enhance citizens' participation at city level

Title	Consul project: global platform to enhance citizens' participation at city level
City / Region	Tshwane, Johannesburg (South Africa) - Africa
Challenge & solution	Faced with the challenge of establishing more open and inclusive models of governance, Madrid City Council developed a Citizen Participation Project with an online platform called Decide Madrid. Its objective is to promote direct democracy and enhance citizen participation and discussion by providing a channel through which citizens can directly and individually raise their ideas and needs and propose, debate, prioritize and vote for policies to meet them. Decide Madrid is built on the Consul tool, a digital platform that enables a communication system with the current administration, allowing citizens to raise and support initiatives, express their decision on significant issues of municipal action, participate in the process of developing municipal norms or decide on the destination of €100m from the budget of the city each year. Since 2015, 362,702 users

have registered and participated in more than 5,000 debates, while more than 21,000 proposals have been made (Planchuelo, 2018). The fact of developing a website to ask people about the future of the city has aroused great interest worldwide. Therefore and as part of the commitments of its Action Plan with the Open Government Partnership, Madrid facilitated the extension of the Consul open source software so that any institution could copy and improve it; allowing a faster growth and a less need for the use of resources by other cities for both start-up and for the development of participatory processes.

Approach

As part of the co-created commitments made through the OGP Action Plan for 2017 Madrid decided to put an emphasis on the extension of the Consul project to other institutions. To design the Action Plan, different stages for people's consultation were used, involving face-to-face events and digital participation where citizens were able to send comments and proposals of change and see the evolution of the commitments. The process was open to different sectors and organizations of civil society and the private sector.

Based on this, Madrid City Council decided not just to extend the mechanisms and participation means to other cities and developing free software technologies but to provide technical and legal assistance, share knowledge about the processes and create a community network of different institutions using Consul for exchange, improvement and support. Nowadays, many cities such as Barcelona, Buenos Aires, Montevideo, Paris, Turin and Valencia have developed citizen participation platforms from Consul, as well as dozens of towns and regions across the globe. Already more than €200m has been spent on initiatives facilitated by this mechanism in Madrid alone. Other cities such as Guatemala, Guadalajara, Gwangju, La Paz, Lima, Medellín, Quito, and Porto Alegre are working to implement it. Academic institutions and entities such as unions, political parties and even private companies are showing their interest to use the software for their internal participation processes. Using free licenses and software has helped to minimize resources and maximize intelligence. This has allowed any city interested to replicate the process to adapt it to their needs and teams no matter what level of financial and technical resources are available; this expansion of a new model of participation has increased exponentially making for a global impact.

Innovation & practical improvement

The success of the participative model implemented in Madrid has allowed the creation of channels of collaboration and solidarity with other local, national and international entities whose common objective is to generate a model that allows participation in the management of public affairs.

The publication and release of the software, with a decisive impulse to facilitate its implementation in other cities, represents a radical change with respect to the usual policies in public administrations. All the institutions that use Consul are part of the same network; a community of public servants willing to collaborate with each other, who share experiences, best practices and knowledge. The platform's community has also generated an enriching exchange of experiences and knowledge among all the cities and citizens that use the tool. In addition, the fact of releasing the open source software allows other cities to incorporate changes and improvements, which means that the tool is constantly growing and improving, making changes in public administration and enhancing citizen participation around the world.

Did it open government?

Through the different participatory processes facilitated by Consul around the world, citizens are expressing their needs and proposals, being heard and heeded and being informed about the municipal actions and responses; administrations have been able to ask and be informed of citizens' needs and demands and have fostered open decision making processes. Moreover, both actors have found the space to debate about the problems of the city and jointly find the solutions. This bidirectional perspective allows for a better and effective communication between these actors increasing trust and fostering transparency and accountability and making participation evolve to be seen as collective intelligence that has led to more responsive, innovative and effective governance. The platform is a great example of how technology can take advantage of social knowledge and collective talent and solve the problems of cities through collaboration between its inhabitants and institutions. Furthermore, thanks to the flexibility of the tool, more complex participation processes have been designed.

Lesson learned

As the platform allows for consensus on a number of ideas, public administration should make sure to advance in processes for making the decisions binding. Therefore, cities need to work on their regulation and to remove barriers to ensure the implementation of the agreement that has been reached through the platform.

Link with SDGs

SDG 11 (Sustainable cities and communities)
SDG16 (Peace, justice and strong institutions)
SDG17 (Partnership for the Goals)

More information

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Link: <http://www.consulproject.org/en/>

RECOMMENDATIONS

to advance in the open government agenda
at city level

Cities are places of opportunity and economic and social progress. They are the first responsible for ensuring that the challenges of urban life become opportunities for all. Building trust in cities and local public administration is, therefore, fundamental to advance towards any development goal. Moreover, the development of city and local instruments to improve transparency, good governance, accountability and citizen participation is a fundamental strategy to foster open governance that allows for efficient city management and sustainable development.

Despite numerous examples of city and local governments successfully applying open government initiatives, there are still challenges to better guarantee its full deployment, sustainability and positive impact in citizens' development conditions. Hereafter, we present a few set of recommendations for national and local governments, city leaders, associations, networks and practitioners to advance in the development of local open government agendas and the successful involvement of cities and local governments as key actors of the national and international open government strategies.

1. Institutionalize the support, reforms and enabling environment for Transparency and Open Government initiatives

For any Open Government initiative to have positive and lasting impacts, cities need to work on the institutionalization of the enabling environment for reforms on transparency, accountability, civic participation. This implies:

- Putting effective instruments in place for the exercise of city and local powers regarding transparency and open government initiatives. City and local public officials should count with clear mandate to advance on the development and implementation of open government strategies and initiatives.
- Ensuring commitment from politicians, members of councils, public managers and public officials, to ensure successful implementation of transparency and open government initiatives at city level and to prevent or counteract resistance to change.
- Developing a proactive analysis of cities' regulatory contexts to identify legal challenges, inhibitors and boosters and, propose corresponding actions to face them.
- Defining and upgrading legal frameworks, including laws on citizen participation, access and reuse of information, procurement, transparency, budgeting, anti-corruption, open data. Legislation and regulatory frameworks should be clear and solid enough to provide clear rules, boundaries, rights and obligations for different stakeholders and adaptable and flexible enough to ensure room for innovation.
- Ensuring that legal frameworks and regulations are formulated, built and shared with citizens and stakeholders to guarantee its legitimacy and sustainability.
- Strengthening cities' institutional capacity to advance in local open government agendas. This requires, among other things, organizing government and related institutions engaged in different open government strategies' formulation and implementation. Active leadership from city leaders and effective internal policy-coordination coordination will be needed to respond to the cross-cutting and interrelated nature of open government initiatives.
- Promoting a management model based on open government principles and mainstreaming the concept into organizational culture of local public administration and in cities' sectorial public policies.

2. Strengthen cities and local governments' capacities and autonomy over key issues related to transparency, accountability, participation and innovation

Successful implementation of open government strategies and initiatives depend on adequate cities' capacities. Legal and institutional frameworks must be accompanied by sufficient human, technical and financial resources to have concrete impacts at city and local level. Moreover, they must be linked to an organizational and digital government strategy. This entails:

- Matching open government initiatives to correspond to the city's management capacity. Otherwise, the failure to achieve the promised outcomes, provide feedback and ensure follow-up, may result in frustration, loss of interest in the process and increased distrust in the city's government.
- Fostering cities and local governments' financial powers and autonomy for them to

allocate the necessary funds to advance in local open government agendas.

- Building in-house planning, policy-making and management capacities aligned with the principles of transparency and open government by investing in human and technical resources and implementing modern management systems and technologies.
- Strengthening policy makers and civil servants' abilities to implement transparency and open government strategies through the development of new skills, mindsets and open organizational culture. Capacity building and open government awareness in local administration, and among stakeholders is needed. Public officials need to be aware of the benefits offered by an open government strategy and how it positively affects its work, the efficiency of the local government administration and citizens' development conditions.
- A big part of open government initiatives is facilitated by the use of new technologies, such as open data portals, online tools for consultation and decision making, among others. Cities, therefore, must pay specific attention to develop and strengthen in house competencies and abilities regarding Information and Communication Technologies (ICTs).
- Setting up a team dedicated to the open government strategy at city level, with enough competencies, autonomy and budget. Besides formulating, developing and implementing the strategy, this team could be also in charge of the coordination and collaboration across departments. Having a dedicated team could increase impacts and efficiency and ensure the sustainability of the initiative.

3. Promote better multilevel governance and advance towards building an Open State

As other development agendas, the Open Government Agenda cannot be achieved only by the actions of cities and local governments, nor by central governments working in isolation. Open government reforms need to be built with a wide consensus and as a shared government policy to warrant its positive impacts and successful deployment. Therefore, a new approach marked by institutional and inter-sectoral cooperation is needed, where the dialogue and complementary actions between the local and national level are constant and constructive. Achieving this model involves:

- Fostering informal and institutional spaces for policy dialogue and decision-making among key stakeholders (central governments, regional and local governments and their associations as well as within the government across agency or across judiciary, legislative, and executive branches) to better shape up the roles, responsibilities and challenges and opportunities derived from the open government agenda.
- Promoting the participation of city and local governments in the formulation, development, implementation and monitoring of the open government national strategies. Their role in the achievement of the objectives of open government initiatives must be recognized. Therefore, further actions must be taken into account from national governments and international organizations supporting this agenda to integrate local perspective in the above-mentioned processes.
- Establishing a single open government strategy at national level (OGP Action Plan) that brings together all the dispersed initiatives and the inputs from public sector entities at all levels. Improved vertical and horizontal coordination between and within local, regional and central governments is needed. This multilevel approach will help to address the challenges of cross municipal or cross-sectorial issues; as well as promoting knowledge-sharing, collaboration among levels and institutions, and resource efficiency.
- Establishing official and institutional mechanisms for multilevel coordination for the formulation, implementation and monitoring of the open government strategy and to eventually

move towards an open state model of governance⁵.

4. Establish better and institutional channels for engagement, interaction and synergies with civil society, citizens, academia and private sector

The involvement of civil society and other stakeholders, such as academia, private sector and independent state institutions, is fundamental for the development, implementation and sustainability of open government reforms. In an increasingly complex environment with a growing number of rules and regulations, sectoral policies and multiple actors, it is vital for cities and local governments to foster participation and engagement, to build broad coalitions and to set the informal and institutional environment to facilitate the easy and regular interactions between the public, private sector and civil society. This approach can be enhanced by:

- Granting all stakeholders equal and fair opportunities to be informed, consulted and actively engaged in policy-cycle and public services design and delivery. Through the process, cities should pay specific attention to the promotion of participation of vulnerable and underrepresented groups in society.
- Strengthening citizens and stakeholders' awareness, knowledge and skills regarding participation and open government. Cities should develop capacity and awareness for citizens and stakeholders to understand Open Government (its processes, its benefits and the tools they would need to be effectively engaged in it).
- Defining or upgrading mechanisms to promote and institutionalize civil society and other stakeholders' engagement in city management. This could be done by developing specific policy and legislative frameworks that favor participatory practices and by setting formal and regular spaces of exchange with these stakeholders. The final objective should be consolidating multi-actor partnerships at city level that have a broad representation of city's social ecosystem and that can guarantee legitimacy and sustainability of the processes. For these spaces to successfully work, cities should be conscious that this process required adequate time, costs and adapted methodologies to minimize participation fatigue.
- Strengthen current communication channels actual and embracing different and innovative canals and ways to interact and effectively engage with civil society and other stakeholders. Depending of the city's contexts, local governments must choose a mix channels, languages and tools to reach the wider range of population taking into account factors such as literacy (academic and digital), income, gender and linguistics. Cities should take advantage of the opportunities provided by new technologies, including digital tools, mobile applications or social media. Yet, technical and human resources should be set and maintained by cities using this approach to efficiently respond to the demands opened via interactive channels of communication.
- Experiment, promote and foster innovative mechanisms such as co-development and co-production of public policies, going beyond traditional forms of participation.

⁵ According to OECD (2017) Open State consist the model of governance "when the executive, legislature, judiciary, independent public institutions, and all levels of government - recognizing their respective roles, prerogatives, and overall independence according to their existing legal and institutional frameworks - collaborate, exploit synergies, and share good practices and lessons learned among themselves and with other stakeholders to promote transparency, integrity, accountability, and stakeholder participation, in support of democracy and inclusive growth". Besides promoting a broader collaboration between all key actors in national open government agendas, this concept entails in acknowledging each institutions' independence to create synergies to improve the overall impact of their initiatives.

5. Promote the use of open data as a key resource of transparency, accountability and open governance

Using new technologies and open data can improve transparency, accountability and efficiency in city services. It can also act as a catalyst to drive collaboration between governments, civil society, and the private sector. Most of cities and local governments are currently developing innovation, SMART technologies and open data initiatives as effective tools to respond to citizens' demands and to improve the management of the city. Nevertheless, in this bet, cities face several challenges to adapt to the ongoing changes brought by innovation. This process can be facilitated by:

- Fostering innovation and open data in government services to support public sector decision-making processes and public services. It contributes to greater access to government data and user friendly and citizen driven public services.
- Making available clear, complete, timely, reliable and relevant public sector data and information. Data should be free and available in an open format and easy to use, reuse. Data should also come with accessible explanation of uncertainty levels to help educate, empower and engage all stakeholders.
- Using new technologies to upgrade and deepen transparency and participatory processes with citizens and other stakeholders. New technologies and open data can be helpful for the co-development and co-production of policies and services; where citizens and other stakeholders are not only passive actors but also active contributors and designers.
- Encouraging citizens and building capacities for them to use new technologies and seek out information and support open data initiatives at all levels of government. Cities and local governments should engage in educational and informational campaigns in the use of new ICT tools that target all citizens.
- Combining SMART tools with other non-IT tools to ensure participation of people with diverse backgrounds.
- Establishing corresponding systems to protect personal data of the citizens, adapting legal frameworks and adjusting to the constant evolution of technology.
- Developing in-house skills and capacity building for public officials and civil servants on innovation and new technologies and establishing strategies to counteract resistance to change.
- Demanding support to national governments about the setting of legal frameworks, guidance on data standards, and corresponding funding and technical capacity, especially for cities with less resources.
- Promoting the use of open data for reporting on SDG achievements at city and national level. Localized data is essential to leave no one behind. Cities and local governments should strengthen their data systems and the mechanisms to collect data on the ground.

6. Build, joint and support networks and spaces for local governments and community organizations to share, learn, and exchange on advances on transparency and open government

Urban 20, to C40, Covenant of Mayors, ICLEI and United Cities and Local Government (UCGL), just to name a few, are great examples about how cities have seen real gains in engaging through networks. Their joint work and advocacy has led to meaningful improvements to the

way cities are governed and to the recognition of local governments as drivers of development and global governance. Open government initiatives can act as a catalyst to drive collaboration and co-creation between cities. In fact, cities and local governments applying open government initiatives are more willing to share their knowledge and to improve understanding, within and between cities, of common social and economic problems. We call all stakeholders to:

- Commit and develop actions towards the localization of the 2030 and of SDG 16 as a great opportunity for cities and local governments to be recognized as catalysts of development and the better placed level of government to involve local communities in the achievement of the global agendas.
- Joint and promote UCLG's and other international networks advocacy strategies regarding the need for cities and local governments to have a permanent seat at the global table working towards a more collaborative model of global governance and defending the essential role of cities and local governments in the successful implementation of global agendas, including Open Government Agenda.
- Document and share best-practices and tools on transparency and open government to be used both at intra-city level, and inter-city level, promoting peer-learning and international solidarity.
- Promote decentralized cooperation between local governments and engage in public-public partnerships to reinforce transparency and open government strategies at local level.
- Become active part of networks and international initiatives such as the Local Program of OGP and the UCLG's Community of Practice on Transparency and Open Government. Both of the networks are a great platform for cities to exchange knowledge, learn from each other and from civil society and jointly lead the way to incorporate open local government perspectives into global agendas and integrate open government principles into global agendas and partnerships.

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