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Fighting Corruption and Civil Society Engagement

KEY CHALLENGES OF THE OPEN GOVERNMENT PARTNERSHIP INITIATIVE

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September 1, 2012

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Introduction

As it is stated in its declaration, the Open Government Partnership multilateral initiative aims to secure concrete commitments from governments to promote transparency and accountability, empower citizenship and citizen participation, and fight corruption while embracing new technologies and innovative e-solutions. Although participating countries are required to tackle only one of the five grand challenges (though encouraged to do more), in order to draw a feasible Action Plan it is inevitable to choose commitments according to the countries actual needs, available financial and human resources, to set manageable deadlines, furthermore, to bear in mind the essential correlations between the different aspects by applying a trans-sectorial approach. Thus, our analysis strives to focus on two fields, which we consider particularly significant in strengthening good governance – fighting corruption and enhancing collaboration between government and civil society.

Our aim is to present some good examples of commitments and approaches all together with our own recommendations so that countries can be inspired by good solutions in order to create even more effective action plans in the future. We do believe, that both of the two areas play a key role in the successful implementation of the countries' overall action plans and should be taken into consideration whatever challenges they chose elaborate.

How do countries interpret the 'fight against corruption'?

Corruption is a complex issue. It can be observed in the governmental sector both on the national and international levels, it is present in the private sector, also has significant effects on the everyday life of ordinary citizens.

But, first of all, it should be noted that the corruption perception level widely varies among the countries and shows a fairly strong correlation with their level of development. Thus, it would be desirable, that countries with a higher level of development (and lower corruption perception level in the same time) also contributed to the fight of restraining corruption in the less developed countries. For instance, this could be achieved by drafting commitments on increasing transparency on international aid spending, setting up strict terms of their

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utilization, participating in the monitoring process and demanding accountability from governments using these foreign financial resources. As good examples, Canada's International Aid Transparency Initiative (IATI) or the United States' commitment to 'release and implement government-wide reporting requirements for foreign assistance' or Denmark's 'programmes on foreign aid' can be mentioned on this issue.

On the other hand, it is extremely important, that favored countries also strive to maintain the highest possible transparency level when using foreign resources: the Slovak Government, for example, plans to enhance transparency of the major grant mechanisms, which constitute significant resources of its public finance by setting up a specific website and application for this purpose (concerns among others the EU Structural Funds, EEA Financial Mechanism, Norwegian Financial Mechanism, Swiss Financial Mechanism).

Adopting international standards and practices is also gainful for countries with less experience of this kind. In this respect Ukraine's Action Plan is exemplary, since its government committed itself to draft laws on the implementation of recommendations made to Ukraine following the 3rd round of GRECO monitoring and monitoring under the OECD Istanbul Action Plan, while also embraced the recommendations of the Venice Commission on further issues. Besides, Jordan is not just implementing already the second phase of its Aid Information Management System (JAIMS), but also expressed its willingness to apply international practices on areas of the public sector other than foreign aid management: the Jordanian Government is currently undertaking the self-assessment using the Methodology for the Assessment of National Procurement Systems developed by the OECD-DAC Task Force on Procurement in order to set up baseline indicators to compare a country's systems to international-accepted good practice, as well as a new set of indicators. Jordan's example demonstrates well the working mechanism of the so called spill over effect, the train of good practices. On the one hand we found, no more than six countries drafted concrete commitments with the aim of ministering peer countries' efforts of managing foreign aid, therefore this is an area, where the OGP's 'global character' and peer countries cooperation could definitely be improved.

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On the other hand, peer consultations show a positive outcome if we have a look at countries' commitments in a 'national context'. This manifests, first and foremost, the countries' efforts demonstrated on increasing access to information, which is the most essential step in fighting corruption, since secrecy prevents corrupt acts from being exposed, generates unfair advantages for those privileged with access to it both in political and economical terms, and limits people's ability to make informed choices and participate in political life. Also in many cases, by embracing e-solutions and other tools of e-government the majority of the examined Action Plans include undertakings aiming to decrease secrecy on the fields particularly vulnerable to corruption activities in the public sector: these are among others party financing, public procurement, budgeting, judicial system, public services and natural resources.

Comparing the action plans we can find, that promoting access to information concerning the public procurement system and budgeting seem to be most common areas. More then fifty percent of the participating countries' action plans contain commitments on the one field or the other. Here, worth mentioning Croatia's thorough commitments on budgeting, which not just includes making available a wide range of budgetary documents for citizens, publishing the proposal of the state budget in a timely manner and updating monthly reports on the execution of the state budget, but also explains about how the changing economic conditions modify revenue and expenditure plan for the budgetary year and provides information about the revenue and expenditure forecasts.

On the contrary, commitments regarding party financing, the judicial system, public services and natural resources are mostly omitted by countries. As one of the few worthwhile exceptions Colombia can be brought up, which dedicated itself to increasing transparency in the judicial information system by ensuring availability and access to judicial information for its citizens, or Georgia, which is planning to publish financial declarations of political parties and information about their contributors. Furthermore, the Action Plan of Indonesia is unique in promoting transparency on land administration services, poverty reduction and other public services (e.g. subsidies for education in elementary and junior high schools or subsidies in health sector).

We would also like to underline, that in most cases these commitments are not supported by additional practical measures, which would be essential to make real improvements in

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terms of decreasing corruption on the discussed fields. In other cases at least legislative reforms are envisaged, which can be regarded as starting point of further consequential steps.

In addition, we would like to draw attention to some major defects concerning countries' Action Plans respecting fighting corruption. First of all, we found, that with few exceptions, participating countries did not feel the need to tackle corruption in the private sector. Although the Open Government Partnership's primary goal is to promote good governance, fighting corrupt practices in the private sector would contribute highly to this effort: paying bribes to secure public procurement contracts concerning public spheres – such as energy, transportation, healthcare – has an enormously negative effect on the taxpayer, constructing cartels harms customers' interest, moreover, corrupt firms seek to influence political decision-making, which is obviously also against the public interest. Without specifics, Estonia envisaged the establishment of a disclosure system in with the aim of preventing corruption in the private and non-profit sectors. Also, without describing the content, the government of Guatemala drafted initiatives on 'Construction Sector Transparency' and 'Extractive Industries Transparency'. Furthermore, Mexico is planning to conduct an on-line Business Integrity Workshop in order to facilitate the dissemination of anti-corruption measures and obtain a greater audience in sectors where the nature of the products or services provided warrants closer attention to manipulation and bribery matters.

Secondly, in our point of view, it would be highly desirable to strengthen the state's own monitoring mechanisms, furthermore creating monitoring institutions and bodies protected from political influences.

Civil society engagement

However, the fight against corruption can not be effectively conducted by the government on its own. In order to maintain its legitimacy, the government must guarantee civil society the right to exercise control over public institutions, also, the public administration should hold itself accountable for the implementation of state policy, use of tax money and all sorts of other governmental activities. Moreover, in a wider sense, civil society – including NGOs

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as well as individual citizens – should play a key role in the formulation of state policy and legislative processes.

When drawing up efforts to promote civil society engagement in decision-making or to enhance its role as checks and balances of state activities, the substantive differences between the nature of 'civil society organizations' and 'individual citizens' should always be regarded. While non-governmental organizations usually operate on certain professional fields, dealing with certain issues, individual citizens typically get involved in politics only in an ad hoc manner. Therefore, promoting their engagement accompanies with different challenges to be tackled and different tools and methods to be used.

NGOs, since they are not profit-orientated organizations, often stand in need of external financial contributions. Also, adequate forums and channels for consultations with the relevant governmental organs should be established in order to capitalize on their expertise, in the same time, their independence should be respected by the government and appropriate legal conditions to operate should be ensured by the legislature. According to our research, only very few governments of OGP participants seek to contribute to the operation of civil society organizations with financial assistance: Latvia is planning to increase the capacity of NGOs and their quality engagement in drafting legislation and sectoral policies by implementing the "NGO Fund" programme co-financed by the European Economic Zone; while the Philippines committed themselves to establish the so-called 'Empowerment Fund' with the aim to provide citizen groups with support in undertaking capacity development and community organizing projects that will empower citizens to demand for better services and governance.

In contrast, more than one third of the participating countries drafted commitments with the goal of promoting cooperation between NGOs and governmental institutions. For instance, the Government of Bulgaria seeks to enhance the involvement of experts and non-governmental organizations on managing mineral resources and increasing transparency; the Danish government plans to organize 'Management labs' and an 'Open Government Camp', where civil society and public authorities can work together on problem-solving and

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exploring new forms of cooperation. In addition, Israel dedicated itself to establishing a cross-sector discussion panel as an official forum that will supervise approved Government plans and provide consultation on Open Government issues. Beyond intentions, more concrete conceptions of fostering civil society organizations' engagement can be found in Montenegro's Action Plan, which strives to involve representatives of the non-governmental sector in the work of the Privatization Council. Also, South Africa envisaged formalizing partnerships with civil society organizations in all its nine provinces by establishing Service Delivery Improvement Forums (SDIFs), which would enhance service delivery performance monitoring, furthermore, enhancing the capacity of the National Anti-Corruption Forum (NACF) is also an important step to strengthen CSOs monitoring function.

As stated before, in most countries individual citizens are not permanent nor professional participants of the decision-making process. Usually, they are even less actively involved in state control, which problem is in particular serious in young democracies. On the other hand, ordinary people are the very basic elements of the state, therefore, their contribution to state functioning should also be regarded as a valuable tool of increasing effectiveness: as people's tax money is used to finance public expenses, so can the state capitalize on their personal perceptions. In terms of policy formulation, governments' main challenge here is to create the conditions for an active dialog between the people and decision-making bodies, where people can express their thoughts, ideas and personal experiences regarding ongoing state proposal and projects, also, they can formulate their own recommendations and initiatives.

Recognizing the importance of citizen participation in governance, more than half of OGP participants involved such commitments in their Action Plans. Some of the most instructive ones are the following: the government of Georgia is creating a platform for direct dialogue between legislators and individuals, allowing everyone to comment on any article of draft or enacted laws and bylaws and provide their opinion. Spain's initiative to promote citizen interaction through social networks, web-based technology and specific mobile phone applications is one example of the endless possibilities of embracing e-government tools in this area. We should also highlight Canada's 'Open Regulation' plan, according to what federal regulators will be required to electronically post their forward regulatory plans so as

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to make the regulatory system more predictable and give Canadians and businesses early warning of upcoming changes and the opportunity to engage on regulatory plans.

In respect of strengthening citizens' role in state control, we found, that for most countries, there are plenty of opportunities for further enhancements. While making public information widely available on the various fields is a key issue, it is far from sufficient. One of the main areas, that we consider necessary for continued development is increasing people's understanding and perception of corruption. Columbia, for example, approaches the issue well by including the promotion of the culture of legality in its Anticorruption Plan. Likewise, Uruguay is developing e-learning contents and their application in order to strengthen the transparency culture. Also, the government of the Slovak Republic will adopt effective legislative measures to support people from inside public and private institutions who have knowledge of corrupt practices and want to give notice of such actions.

Conclusions

All in all, we had the impression, that the level of understanding the importance of corruption and society engagement widely varies among the OGP participant countries. While, for instance the action plans drawn by Armenia, Macedonia or Estonia are fairly coherent and include the most essential aspects of fighting corruption, the majority of countries apparently disregarded one or another of the areas indispensable to eliminate the main factors that contribute to the abuse of political and economic power. This problem is even more concerning in the case of those countries, such as Guatemala or Honduras, where the corruption perception level is rather high, therefore, where fighting corrupt practices would be in particular important. The same can be said of the issue of community engagement: while countries like Bulgaria, Montenegro, the Philippines or the United Kingdom could seemingly grasp the significance of engaging the different segments of civil society with the functions of public administration, in most cases participants did not formulate commitments in order to promote either citizen participation, either operation of non-governmental organizations. In other cases, governments did not feel the need to enhance the involvement of civil society both on the fields of decision-making and

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monitoring of state activities or simply failed to embrace the appropriate tools and methods to do so.

Moreover, we would like to emphasize, that the successful implementation of commitments also depends on factors other than the identification of the main challenges the country faces and the comprehension of fundamental correlations between areas in need for enhancement. We would advise, that after a thorough planning stage, governments invested efforts to facilitate the process of realization of actions plans including laying down deadlines for the fulfillment of projects, defining which governmental agencies hold responsibility and accountability for the implementation of projects and ensuring adequate financial resources. Here, as good examples may be mentioned the Brazilian action plan, which set forth the responsible governmental agencies and deadlines of implementation of each project, while the Croatian action plan names the necessary funds along with further implementation indicators. Additionally, the Georgian government is planning to create an NGO forum to support and monitor the implementation of Georgia's commitments delivered in its Action Plan, likewise the Romanian government, which intends to involve the civil society into the monitoring of implementation in the framework of the National Anti-corruption Strategy.

For more information:

1. Annex I - Anti-Corruption Measures Analysis, based on the information available in the OGP participants action plans

2. Annex II - Civil Society Engagement Analysis, based on the information available in the OGP participants action plans

3. Annex III - Content analysis of the National action plans of countries participating in the Open Government Partnership initiative

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Annex I

Anti-Corruption Measures Analysis*

*assessment system is based on the information available in the OGP participants action plans

Country	Is the *level of corruption* in category "high" according to the TI CPI 2011?	Does the action plan envisage *legislative reforms* in fight of corruption?	Does the action plan specify *practical actions* (such as enhancing the work of law-enforcement agencies, protection of whistleblowers, etc.) in fight of corruption?	Are *international standards*/practices taken into account when drawing up commitments in fight of corruption?	Does the action plan include measures against corruption in *party financing*?	Does the action plan include measures against corruption in the *procurement system*?	Does the action plan focus on preventing *conflict of interest* of politicians and governmental officials?	Does the action plan include measures against corruption in the *business sector?*	Does the action plan strive to enhance access to information and *decrease secrecy* on fields particularly vulnerable to corruption (e.g. Budgeting, usage of natural resources, usage of foreign aid, access to public services)?	Does the action plan draw up commitments in order to ensure fairness and independence of the *judicial system?*	Does the action plan strive for developing a strong *monitoring system* of corruption activities (such as wide involvement of the civil sector, establishment of independent monitoring bodies, etc.)?	Does the action plan deliver commitments in order to *increase understanding of corruption of people* (e.g. anti-corruption education)?	**Overall rating**
1	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**	**11**	**12**	**13**	**14**
Albania	Y	Y	Y	N	N	N	Y	N	Y	N	N	N	4 / 11
Armenia	Y	Y	Y	Y	N	Y	Y	N	Y	N	Y	Y	8 / 11
Brazil	N	Y	Y	N	N	N	N	Y	Y	N	Y	Y	6 / 11
Bulgaria	N	Y	Y	Y	N	N	N	Y	Y	N	N	N	5 / 11
Canada	N	Y	Y	Y	N	N	N	N	Y	N	Y	Y	6 / 11
Chile	N	N	Y	N	N	N	Y	N	N	N	N	N	2 / 11
Colombia	N	Y	Y	N	N	Y	N	N	Y	Y	Y	Y	7 / 11
Croatia	N	Y	Y	N	Y	Y	N	Y	Y	N	Y	N	7 / 11
Czech Republic	N	Y	Y	Y	N	Y	N	N	Y	N	N	N	5 / 11
Denmark	N	N	N	N	N	N	N	N	Y	N	Y	Y	3 / 11
Dominican Republic	Y	Y	Y	N	N	N	Y	N	Y	N	Y	Y	6 / 11
El Salvador	N	Y	N	N	Y	N	N	Y	N	N	Y	N	4 / 11
Estonia	N	Y	Y	N	N	Y	Y	Y	N	N	Y	Y	7 / 11
Georgia	N	Y	Y	N	Y	Y	N	N	Y	N	N	Y	6 / 11

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1	2	3	4	5	6	7	8	9	10	11	12	13	14
Greece	N	N	Y	N	N	Y	N	N	N	N	N	N	2 / 11
Guatemala	Y	Y	N	N	N	N	N	Y	N	N	Y	N	3 / 11
Honduras	Y	N	Y	N	N	N	N	N	Y	N	Y	N	3 / 11
Indonesia	Y	N	Y	N	N	Y	Y	N	Y	N	Y	N	5 / 11
Israel	N	N	N	N	N	N	N	N	N	N	N	N	0 / 11
Italy	N	Y	Y	N	N	N	Y	Y	Y	N	Y	N	6 / 11
Jordan	N	Y	Y	Y	N	Y	N	Y	Y	Y	Y	N	8 / 11
Kenya	Y	N	Y	N	N	N	N	N	Y	Y	Y	N	4 / 11
Latvia	N	N	N	N	N	N	Y	N	Y	N	Y	Y	4 / 11
Lithuania	N	N	N	N	N	N	N	N	N	N	N	N	0 / 11
Macedonia	N	Y	Y	Y	N	Y	N	Y	Y	N	Y	Y	8 / 11
Malta	N	N	N	N	N	Y	N	N	Y	N	N	N	2 / 11
Mexico	Y	Y	N	N	N	Y	N	Y	Y	N	Y	N	5 / 11
Moldova	Y	N	Y	N	N	Y	Y	N	Y	N	N	N	4 / 11
Montenegro	N	Y	Y	N	N	Y	Y	N	Y	N	Y	N	6 / 11
Netherlands	N	Y	N	N	Y	N	N	N	N	N	N	N	2 / 11
Norway	N	Y	Y	Y	N	N	Y	N	Y	N	Y	Y	7 / 11
Paraguay	Y	N	Y	N	N	Y	N	N	Y	N	Y	N	4 / 11
Peru	N	N	Y	N	N	Y	N	N	N	Y	Y	N	4 / 11
Philippines	Y	N	Y	N	N	Y	N	N	Y	N	N	N	3 / 11
Romania	N	N	N	N	N	Y	N	N	N	N	N	N	1 / 11
Slovak Republic	N	Y	Y	Y	N	N	N	N	N	N	Y	Y	5 / 11
South Africa	N	N	Y	N	N	N	N	N	Y	N	Y	Y	4 / 11
South Korea	N	N	Y	N	N	N	Y	N	Y	N	Y	Y	5 / 11
Spain	N	Y	N	N	N	N	N	N	N	N	N	N	1 / 11
Sweden	N	N	Y	Y	N	N	Y	Y	Y	N	N	N	5 / 11
Tanzania	Y	N	N	N	N	N	N	N	Y	N	N	N	1 / 11
Turkey	N	N	Y	Y	N	Y	N	N	Y	N	N	Y	5 / 11
Ukraine	Y	Y	Y	Y	Y	N	Y	N	Y	N	Y	N	7 / 11
United Kingdom	N	Y	Y	N	N	N	Y	N	Y	N	Y	Y	6 / 11
United States	N	N	Y	N	N	N	N	N	Y	N	N	N	2 / 11
Uruguay	N	N	Y	N	N	N	N	N	Y	N	N	Y	3 / 11

Azerbaijan	Liberia	Panama	South Korea
Costa Rica	Macedonia	Russia	Trinidad and Tobago
Ghana	Mongolia	Serbia	

Developing Commitments

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Annex II

Civil Society Engagement Analysis*
* the evaluation was based on our sole discretion by applying our own criteria.

Country	Does the action plan promote the participation of civil society *in decision making/policy formulation/legislative processes?*	Does the action plan promote the participation of civil society *in state control* (e.g. promoting citizen engagement in performance monitoring and implementation of state policy, strengthening its anti-	Does the action plan seek to promote civil participation *by engaging individual citizens?*	Does the action plan seek to promote civil participation *by mobilizing NGOs or organizations of civil society?*	Does the action plan strive to promote participation of *underrepresented citizens* (e.g. minorities, the elderly, rural people)?	Is substantial *financial contribution* envisaged by the government in order to realize commitments to promote community engagement?	Do the commitments embrace *new technologies and e-solutions* in effort to promote citizen participation?	Do the commitments seek to mobilize citizens to engage in public debates at *local level?*	Do the commitments seek to mobilize citizens to engage in public debates at *central level?*	Does the action plan include creating an effective and accountable system or mechanism for the public sector/state bureaucracy to capitalize on civil participation?	Overall rating
1	2	3	4	5	6	7	8	9	10	11	12
Albania	N	N	N	Y	N	N	Y	N	Y	N	3 / 10
Armenia	N	y	N	Y	N	N	Y	N	Y	N	4 / 10
Brazil	Y	Y	Y	Y	N	N	Y	Y	Y	Y	8 / 10
Bulgaria	Y	Y	Y	Y	N	N	Y	Y	Y	Y	8 / 10
Canada	Y	Y	Y	N	N	N	Y	N	Y	N	5 / 10
Chile	Y	Y	Y	N	N	N	Y	Y	Y	N	6 / 10
Colombia	Y	Y	Y	N	N	N	Y	Y	Y	Y	7 / 10
Croatia	Y	Y	Y	Y	N	N	Y	Y	Y	Y	8 / 10
Czech Republic	N	Y	N	N	N	N	Y	N	N	N	2 / 10
Denmark	Y	N	Y	Y	N	N	Y	Y	Y	Y	7 / 10
Dominican Republic	Y	Y	Y	N	N	N	Y	Y	Y	Y	7 / 10
El Salvador	N	Y	N	N	N	N	Y	N	N	N	2 / 10
Estonia	N	Y	Y	N	N	N	Y	N	N	N	3 / 10
Georgia	Y	Y	Y	N	N	N	Y	N	Y	N	5 / 10
Greece	Y	Y	N	N	N	N	Y	N	Y	Y	5 / 10
Guatemala	N	N	N	N	N	N	N	N	N	N	0 / 10
Honduras	N	N	N	N	N	N	Y	N	N	N	1 / 10
Indonesia	Y	Y	Y	N	N	N	Y	Y	Y	N	6 / 10
Israel	Y	Y	Y	Y	N	N	Y	N	Y	Y	7 / 10
Italy	Y	Y	Y	Y	N	N	Y	Y	Y	N	7 / 10

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1	2	3	4	5	6	7	8	9	10	11	12
Jordan	Y	N	N	N	N	N	N	N	N	Y	2 / 10
Kenya	N	Y	N	N	N	N	N	N	N	N	1 / 10
Latvia	Y	Y	N	Y	N	Y	Y	N	Y	Y	7 / 10
Lithuania	Y	Y	Y	N	N	N	Y	N	N	N	4 / 10
Macedonia	Y	Y	Y	Y	N	N	Y	Y	Y	Y	8 / 10
Malta	N	N	Y	N	N	N	N	N	N	N	1 / 10
Mexico	N	Y	Y	Y	N	N	Y	Y	Y	N	6 / 10
Moldova	Y	Y	Y	N	N	N	Y	N	N	N	4 / 10
Montenegro	Y	Y	Y	Y	Y	N	Y	Y	Y	Y	9 / 10
Netherlands	Y	Y	Y	N	Y	N	Y	Y	Y	N	7 / 10
Norway	Y	N	Y	N	Y	Y	Y	Y	Y	N	7 / 10
Paraguay	Y	N	Y	N	N	N	Y	Y	N	N	4 / 10
Peru	N	Y	N	N	N	N	Y	N	Y	N	3 / 10
Philippines	Y	Y	Y	Y	N	Y	Y	Y	Y	N	8 / 10
Romania	N	Y	N	Y	N	N	Y	N	N	N	3 / 10
Slovak Republic	Y	Y	Y	Y	N	N	Y	N	Y	Y	7 / 10
South Africa	Y	Y	N	Y	N	N	Y	Y	Y	Y	7 / 10
South Korea	Y	Y	Y	N	N	N	Y	Y	Y	Y	7 / 10
Spain	N	N	N	N	N	N	N	N	N	N	0 / 10
Sweden	N	Y	Y	Y	N	N	Y	N	Y	N	5 / 10
Tanzania	Y	Y	Y	N	N	N	N	N	N	N	3 / 10
Turkey	Y	Y	Y	Y	N	N	Y	N	N	N	5 / 10
Ukraine	Y	Y	Y	Y	N	N	Y	Y	Y	Y	8 / 10
United Kingdom	Y	Y	Y	Y	Y	N	Y	N	Y	Y	8 / 10
United States	Y	Y	Y	N	N	N	Y	N	N	N	4 / 10
Uruguay	N	Y	Y	Y	N	N	Y	N	N	N	4 / 10
Azerbaijan	Liberia		Panama		South Korea						
Costa Rica	Macedonia		Russia		Trinidad and		Developing Commitments				
Ghana	Mongolia		Serbia		Tobago						

Content analysis of the National action plans of countries participating in the Open Government Partnership initiative

№	Country	Projects, programs and steps planned on the following fields					Main Priorities / Grand Challenges	Corruption perception *
		Improving Public Services: *the full spectrum of citizen services including health, education, criminal justice, water, electricity, telecommunications and any other relevant service areas, by fostering public service improvement or private sector innovation*	**Increasing Public Integrity:** *corruption and public ethics, access to information, campaign finance reform, media and civil society freedom*	**More Effectively Managing Public Resources:** *budgets, procurement, natural resources and foreign assistance*	**Creating Safer Communities:** *public safety, the security sector, disaster and crisis response, environmental threats*	**Increasing Corporate Accountability:** *corporate responsibility on issues such as the environment, anti-corruption, consumer protection, and community engagement*		Corruption Perception Index 2011 by Transparency International: High 0-3.2 Moderate 3.3-6.5 Rather clean 6.6-
1	Albania	* **Online application of simplified concessions procedures for all State assets** * **Tracking Project** [enables each citizen or business that applies to a State office to follow the progress of their application online] * **Expanding the Governmental Network Govnet** [essential public services, such as private property register and health services, will be electronic] * **M-service technology** [provide individuals with the ability to check their tax statements via cell phone] * **e-Tax system**	* **Legal regulations** [amending the law "On the Right to Information for Official Documents" and law "On Notice and Consultation"] * **System of recording data about investigations, prosecutions and convictions of official corruption** * **Datacenter** [all online public services to be centralized and integrated] * **User friendly website** [increasing citizens' access to public consultation]			* **The e-Cabinet system and e-Acts** [implementation of systems, such as e-Parliament, e-President and e-Publications of the Official Gazette] * **Establishing e-Government Interoperability Framework** [enables the exchange of information between public administration institutions]		High

№	Country	Projects, programs and steps planned on the following fields					Main Priorities / Grand Challenges	Corruption perception *
		Improving Public Services: *the full spectrum of citizen services including health, education, criminal justice, water, electricity, telecommunications and any other relevant service areas, by fostering public service improvement or private sector innovation*	**Increasing Public Integrity:** *corruption and public ethics, access to information, campaign finance reform, media and civil society freedom*	**More Effectively Managing Public Resources:** *budgets, procurement, natural resources and foreign assistance*	**Creating Safer Communities:** *public safety, the security sector, disaster and crisis response, environmental threats*	**Increasing Corporate Accountability:** *corporate responsibility on issues such as the environment, anti-corruption, consumer protection, and community engagement*		Corruption Perception Index 2011by Transparency International: High 0-3.2 Moderate 3.3-6.5 Rather clean 6.6-
2	Armenia	* **Introduction of a unified payment system** [allow payment of state fees (licenses, permits, services, etc.) by bank credit card or a terminal] * **State car inspection improvements; vehicle registration, provision of drivers' licenses, electronic system of penalties and payments** [one-stop shop principle] * **Implementation of an electronic system for consular services** * **Implementation of Mail-Armenia system** [a personal e-mail address will be provided to citizens who apply for a passport] * **Regulatory Guillotine project** [affecting business activity and the daily lives of citizens]	* **Introduction of e-statistics system** * **Introduction of e-documentation sharing system in urban communities** [all 48 urban Administrations of Armenia will be connected to the Mulberry electronic documentation sharing system] * **Ensuring Transparency of Asset Declarations** [publishing asset and income declarations of high-ranking officials] * **Standardization of Official websites' content** [including budget related information in data formats that will support public expenditure analysis] * **Improvement of Knowledge and Skills of Public Servants on Access to Information** [training sessions will help public servants to work openly and accountably with the public and respond information requests] * **Promoting transparency and objectiveness in tax administration** [introducing the system of professional conduct	* **Improving Internal Audit System for the Public Sector** [greater degree of transparency in managing public resources; introducing effective methods and procedures for risk assessment and internal audit methods and tools complying with the international standards and best practices] * **e-procurement systems** [enhances transparency and competition in public procurement] * **Improving budget planning and reporting systems** [ensuring evidence-based policy formulation embedded in budget decisions]				High

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		* Contracting and Contractual Management of Information Technology Services * Public Services Portal	*** Federal Access to Information System** [developing procedures and acquiring the necessary experience for implementation of the Federal Access to Information System, with a view to providing the Federal Government with the appropriate environment for future enactment of the Access to Information Law] *** Development and Construction of the Transparency Portal's Data Warehouse * Providing data from the Resource Transfer Agreements and Contracts System (SICONV) in open data format * Construction of the Strategic Science, Technology, and Innovation Management Platform (Aquarius Platform)** [development of an open data and communication and information technology platform aimed at modernizing and leveraging the Ministry of Science and Technology's strategic management capabilities] *** National Open Data**			*** Organization of the 1st National Conference on Transparency and Social Control (1st Consocial)** [four thematic axis will be debated during the whole Conference process: promotion of transparency and access to public data and information; mechanisms for citizen oversight, engagement and capacity building of society to monitor public management of funds; work of public policy councils as control and guidance levels in preventing and combating corruption] *** Organization of the National Seminar on Social Participation** [aims at further developing studies on social participation mechanisms and forums, as well as qualifying democratic and citizen engagement] *** Organization of a Meeting of the Inter-Council Forum PPA 2012-2015 (2ª Phase)** [aims to promote social participation in the elaboration and monitoring of the federal Multi Annual Plan for the	**Main commitments:** * Increasing Public Integrity * Enhancing Management of Public Resources * Increasing Corporate Responsibility * Strengthening Public Service Delivery	

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		* Update of the Operational Compatibility Registries [Register of registries and data – RRD, Register of e-service – RES and Register of information and Register of information points – RIP, Register of standards, List of accredited persons, List of certified systems and products] *** Operational maintenance of the Unified portal for administrative services** *** Development of e-health care** [Development of a National Health Information System, e-health file, e-prescription, e-referral, etc.]	*** Further development of the web site of the Council of Ministers** [increase the scope of available information]	*** New Strategy for Public Debt Management 2012-2014** [ensure alignment of the general debt management policy guidelines for a period of three years] *** Amendments to the budget legislation** [establishing fiscal rules and procedures ensuring more effective and transparent management of public funds] *** Publication of the financial and technical reports of second level budget spending units** *** Publication of information about the tax expenditures** *** Publication of information about the tax audit reports** *** New National Strategy for the Mining Industry** *** New Law on the Underground**		*** Integrating the preventive environmental tools into the corporate policies** [by increasing corporate awareness including with regards to environmental management systems such as ISO 14001, EMAS, eco labeling, energy labeling, eco design of products] *** Improving the consultation practices with the business community by ensuring active dialog in the process of policy formulation and implementation** [dialog takes place within the National Council for Tripartite Cooperation] *** Improving and publicizing the Public Consultations Portal** [strategy.bg] *** An overall vision and strategy for the development of non-governmental organizations in Bulgaria** [establish rules for financing organizations for which the legislation has not laid down procedures regulating their partnership with the government and the	**Main priorities:** * Effective management of the public resources * Improving corporate responsibility and accountability	

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5	Canada	* **Opening Government License** [reducing the administrative burden of managing multiple licensing regimes across the Government of Canada; removing restrictions on the reuse of published Government of Canada information (data, info, websites, publications) and aligning with international best practices] * **Virtual Library** [simplify access to a range of government information available; online searchable repository of published Government of Canada documents of all kinds] * **User-Centric Web Services** [new user-centric, consolidated web presence for the Government of Canada; initiate the implementation of this new platform—which will include a one-stop, federated search window to government information to provide	* **Opening Government Directive** [The Directive will provide guidance to 106 federal departments and agencies on what they must do to maximize the availability of online information and data, identify the nature of information to be published, as well as the timing, formats, and standards] * **Modernizing the Administration of Access to Information** [improving service quality and ease of access for citizens, reducing processing costs for institutions; modernizing and centralizing the platforms supporting the administration of Access to Information (ATI); piloting online request and payment services for a number of departments;] * **Opening Government of Canada Records** [increase access to archived federal documents] * **Consulting Canadians** [development of a new Web 2.0 citizen engagement platform that federal organizations can	* **International Aid Transparency Initiative (IATI)** [information about Canadian aid spending easier to find, use, and compare; information about the Canadian International Development Agency (CIDA) activities] * **Advancing Recordkeeping in the Government of Canada – GCDocs** [support the implementation of recordkeeping policies and directives] * **Government of Canada Resource Management Data** [the Government collects resource allocation and performance management information from all departments and agencies; the government will use information collected from federal organizations to			**Main priorities (Grand Challenges):** * Increasing Public Integrity * Improving Public Services * Effectively Managing Public Resources	Rather clean

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6	Chile	*** ChileAtiende** [Multiservice State Network: A network for bringing together over 140 brances of public servies in order to offer citizens a coherent and responsible source of information] *** Marco de Interoperabilidad (Framework of Interoperability)** [Promoting sharing of information electronically between government actors to elimate bureaucratic excess and unnecessary paperwork. Also, standardizing of processes] *** Open Government Portal** [creating a one-stop-shop for citizens who want information on government activity, documents, expenditures, and other data, modelled on the USA Open Gov't Initiative] *** Digital Identity** [Creation of unique digital identies for citizens, so people can have secure	*** Transparency Portal** [Creation of a searchable database of information for the public] *** Integrate diverse information into an adequate and efficient public archive** *** Letter of Committment of Public Functionaries** [a letter of commitment, signed by public employees, stating that they understand the principles of public probity] *** Double the number of government entities, currently 205, that publicly declare assests and potential conflicts of interests. Also, seek to improve and perfect the practice of public declarations** *** Promotion of Citizen Participation through participatory digital platforms, dialogues, civil society councils and citizen consultaions**				**Main Priorities/Challenges:** * Betterment of Public services * Increasing Public Integrity * Better MGMT of public funds * Creating safer communities * Increasing institutional responsibility	Rather clean

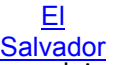| № | Country | Projects, programs and steps planned on the following fields | | | | | Main Priorities / Grand Challenges | Corruption perception * |
| | | Improving Public Services: *the full spectrum of citizen services including health, education, criminal justice, water, electricity, telecommunications and any other relevant service areas, by fostering public service improvement or private sector innovation* | Increasing Public Integrity: *corruption and public ethics, access to information, campaign finance reform, media and civil society freedom* | More Effectively Managing Public Resources: *budgets, procurement, natural resources and foreign assistance* | Creating Safer Communities: *public safety, the security sector, disaster and crisis response, environmental threats* | Increasing Corporate Accountability: *corporate responsibility on issues such as the environment, anti-corruption, consumer protection, and community engagement* | | Corruption Perception Index 2011by Transparency International: High 0-3.2 Moderate 3.3-6.5 Rather clean 6.6- |
| 7 | Colombia | * **Improved quality of education** [offering technical and financial resources to the schools in order for them to have better teachers and infrastructure, and lower desertion rates; instructors will be trained particularly in how to teach mathematics and language] * **Improved quality of health** [reduce procedures to access health services, and facilitate alternate means for the citizens to enquire about different health issues and obtain a prompt response (virtual means)] * **Regulation in public services** [promoting transparency in the regulation of public services; publishing, organizing and disclosing information in an easy-to-understand and clear language for citizens] * **Improve citizen services** [establishment of service centers; | * **Open Data** [providing unified and open access to all data published by Government agencies participate (www.datos.gov.co) which can be used by anyone to develop applications or value-added services, to perform analysis or research] * **Public Information Access Law** promotes fundamental rights to receive a response to requests for access to public information, and defines the State´s duty to make this information actively visible without the need for prior requests, based on the principle of proactive information dissemination] * **Plain language for citizens, and high-quality information** [information published complies with the following standards: functionality, reliability, usefulness, relevance, credibility, accessibility, opportunity, coherence, applicability, non-redundancy, importance, availability, interpretability and comparability] * **Colombian State site** | * **Efficient procurement** [greater transparency and efficiency in public contracts; creation of the agency Colombia Compra Eficiente] * **Economic transparency site** [information on budget execution and payments available to the citizens] * **Online control** [unify information systems for fiscal control (at national and regional level), in order to generate better opportunities for electronic participation by civil society, with regard to disciplinary and fiscal control] * **Royalties** [transparency in the investment of royalties, the execution of funds transferred to the regions will be published and disclosed, so that the civil society will have effective control over investment in the local agencies] | | * **Consumer protection** [promote and disseminate consumer rights] * **Improve government performance and accountability** [follow-up system of government targets which monitors the performance of public agencies] * **Transparency policy and the anticorruption plan** [centered on the effective application of the law, preventive actions, civic collaboration, and the promotion of a culture of legality; provide a risk map for corruption in each agency; anti-bureaucracy strategies] * **Policy guidelines and the Civil Participation Statute** [actions to strengthen the capacity of the civil society and civil servants and authorities; unified methodology will be prepared for the accountability of all government entities and regional governments] * **Participation in policy formulation** [electronic media and forums] * **Mechanisms for civil participation** [promoting the "Urna de | **Main priorities:** * Strengthen current initiatives and programs * Stimulate active civil society participation * Allow for greater social control in public actions to be achieved * Seek greater connectivity and technological innovation | Moderate |

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		* Establish and regularly enhance the system of providing public services through the Internet	*** Making the contents of all budgetary documents understandable and accessible to citizens** [guidebooks for citizens (e.g. Budget for Citizens) of key budgetary documents] *** Improving accessibility of local budget contents to the citiziens and the public** [giving recommendations and instructions to all local and regional self-government units to publish, on their official web sites, key budgetary documents; making a standardized format for publishing guidebooks for citizens] *** Improving the legislative framework for exercising the right of access to information** [amending the Act on the Right of Access to Information; harmonising the Data Confidentiality Act with the amendments to the Act on the Right of Access to Information] *** Evaluate the implementation of** Political Activity and **Electoral Campaign Financing Act** *** Create prerequisites**	*** Improving the content and transparency of budgetary documents** [publishing the proposal of the state budget timely; updating monthly reports on the execution of the state budget for 2013; updating the semi-annual report on the state budget execution for 2013 with: a) An explanation about how the changed economic conditions; b) modified revenue and expenditure plan for the budgetary year with detailed explanations within statutory deadlines; c) information about where the updated revenue and expenditure forecasts; annual report on the state budget execution for 2012] *** Improving transparency of business activity** of the companies		*** Bill on accounting for NGOs the obligation of making NGOs financial statements publicly available through the NGO Register * Support open public discussions and consultations with citizens and civil society organisations in order to identify priorities in budget funds allocation** *** Enable participation of public employees, scientists, experts and other persons in the discussions about key budgetary documents** *** Support cooperation programmes between local and regional self-government units and civil society organisations** [strengthening budget transparency and citizen participation in planning and monitoring local budget implementation] *** Conduct a public discussion about the financial statements of all companies of special state interest** *** Set up a standardized internet system for consulting the public in the procedure of adopting new laws, other regulations and**	**Main priorities:** *Budget transparency *Access to information *Using information technologies *Citizen participation in shaping public policies	

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	Czech	*** Amend the provision of information concerning criminal proceedings by amending the Criminal Code** *** Amend the provision of information on the activities of the Armed Forces and the Military Police** *** Amend other provisions of the Act in order to be in conformity with the Council of Europe Convention on Access to Official Documents which the Czech Republic intends to ratify** *** Identification and removal of obstacles** [which includes legal openness, i.e. the publication of data under an open licence; technical openness, i.e. the publication of data in a standard machine-readable format] *** Creation of an open data infrastructure in the Czech Republic and the establishment of rules for the public**	*** Create a unified labour law based on private law principles** [adoption of an Act on Civil Servants, to ensure the depoliticisation, professionalisation and stabilisation of the public administration sector] *** Depoliticise the public administration** [not institutionally, but by setting maximum possible levels of legal protection for civil servants and by increasing legal protection for employees relative to the conditions laid down in the Labour Code] *** Expand institutional competency** *** Define personal competence** [through a system to determine levels for civil servants and employees both in terms of their rights and obligations] *** Extend compensation** [particularly of a non-financial nature] *** Strengthen the state's role in providing uniform training methods, testing the knowledge and skills of civil servants, coordinating the system and responding to the specific needs of**				**Main priorities:** * Adoption of an Act on Civil Servants, to ensure the depoliticisation, professionalisation and stabilisation of the public administration sector * Streamlining the system allowing free access to information * Improving access to data and information	Moderate

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		* **InnovateWithAarhus** [new approaches to public services provision by creating good conditions for broad collaboration] * **Increasing the use of user ratings in the citizens' portal borger.dk** [implementing user assessment and comment functionality on self-service solutions] * **Binding guidelines for self-service solutions** [the public sector must exploit digital technologies to provide citizens with easy- to-use and efficient self-service solutions] * **Peer-to-peer learning programmes** [helping citizens use digital self-service and obtain basic computer skills and learn to use digital self-service] * **Location-based content and re-use of content in borger.dk** [securing and easy access to public self-service solutions and to	* **'Open Data Innovation Strategy' (ODIS)** [allowing the public easier access to more re-useable public data] * **Data Catalogue** * **Regional initiative on open data** [establishing a regional public-private initiative to help realise the potentials associated with the re-use of data and better use of dataregional authority's work on geographic information systems (GIS) and digital self-service solutions] * **Tracking progress of universities' transition to digital-only administrative communication** * **Open license publication of educational materials on the government's ICT Project Model** * **Smart Region** [broad regional initiative to organise public services] * **Software Exchange** [where authorities can publish, share and re-use open source software]	* **Public hearings on the design of foreign aid programmes** [allowing citizens and civil society to contribute input and suggestions to key development assistance issues] * **Transparency in foreign aid programmes** * **Disclosure of status reporting from the National IT Project Council**		* **Management labs and new forms of co-operation** [exploring new ways to involve citizens, employees and other stakeholdersin decision-making] * **"Open Government Camp"** [where civil society and public authorities can work together on problem-solving]		

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11	Dominican Republic	* **Implementing a project to increase transparency in finances and decision-making at the municipal level** * **Redesign and strengthening of the Commission of Ethics in Public Institutions** * **Create a virtual transparency school for public servants** * **Create a tool for citizen participation in the process of creating regulations** * **Various laws and initiatives to protect personal data** * **Create on online portal explaining different public services** * **Publishing statistics for complaints**	* **Creation of Balanced Scorecard Presidencial (BSCP), online report card for government transparency** * **Consolidation of all state data into one organized, easily accessible database** * **Creation of a portal for public access to all information regarding government purchases and contracts** * **Monitoring legal compliance among local government by building an updated database of governmental activities** * **Complete the process of channeling all payments through the National Treasury to increase transparency and ensure better use of public funds**	* **Consolidating the various sectoral and territorial statistical agencies into one, simpler National System of Statistics through the implementation of the National Statistical Plan (PEN)**		* **Holding Transparency Awareness days**		High

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12	El Salvador	*** Monitoring of citizens to public services** *** Expansion of E-regulations that will benefit international investment**	*** Opening and Response Information Offices in all institutions of the Executive Branch** *** Opening 14 Offices of Information and Response in 14 governorates, other regional offices of other ministries and departments of State** *** Reform OBUDSMAN law and right of reply** *** Disclosure of Rights Letters of users** *** Development of a distance education program to increase the capacity of public officials on the issue of access to information** *** Study and public presentation of emblematic cases of corruption** *** Streamline processes and transparency in public investment** *** Training of audit committees and professionalized Internal Audit Units of the Executive on specific topics focused on fighting corruption** [such as fraud detection, forensic auditing, procurement processes, preparation of work plans under the risk approach			*** Improved every year the quality of accountability exercises so as to become an institutional culture and in an irreversible commitment of these governments** *** Implement Integrity Pacts in flagship projects of the Government**	**Main priorities:** * Increase the availability of information on government activities * Support the participation and accountabilities * Strengthening the internal audit standards and professional integrity * Support the use of new technologies for transparency and access to information	Moderate

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13	Estonia	* **Implementation of the eesti.ee action plan** [improving the functionality and user convenience; information gateway eesti.ee will be a secure, fast, high-quality and user view-oriented public sector service and information portal; Eesti.ee as the common point of contact for Estonian and European economic operators in Estonia; Eesti.ee as the main channel through which the citizen can subscribe to notifications to be sent to their e-mail and mobile phone]	* **Making public data available in a machine-readable form** * **Launching pilot projects of public data services based on the cloud technology** [lower the barriers of access to public data;] * **Overview of ministries' work processes** [the legislative drafting process of the ministries can be monitored at an earlier stage and larger scale] * **Creation of a database of declarations of economic interests** [prevention of a conflict of interests and strengthening the anti-corruption attitude of public sector employees and cultivation of ethical behaviour] * **Drawing up a proposal for drawing up an anti-corruption strategy** [analysing the effectiveness, setting the goals and objectives of the new strategy] * **Draft Anti-corruption Strategy 2012+** [the draft Act decreases the administrative burden, increases transparency in the public sector and raises Anti-corruption	* **Launch of the impact assessment system** [initiate the impact assessment cofinancing programme which supports the application of the impact assessment methodology (as part of the Smart Decisions Fund) through which the assessment of the impact of strategies, legislation and Estonia's positions in the European Union]		* **Implementation of the Good Practice of Public Participation** [Online guidelines on the use of the document of Good Practice of Public Procurement has been drawn up and relevant training has been carried out.] * **Adjustment of the system of funding non-profit associations and establishment of a disclosure system** [prevention of corruption in private sector and non-profit sector]	**Main priorities:** * Development of public services * Addressing public official ethics	Moderate

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14	Georgia	* **Public Service Hall - Hub of Public Services** [based on the idea of "everything in one space"; receiving any service from the state under the single roof: including personal documents (ID, birth certificate and passport), business or property registration, notary services, enforcement of court judgments; projects of Just Drive and Just Café] * **E-Governance in Local Governments** [innovative public services not only on central level or in the big cities but even small rural areas; integrating municipalities into the e-governance system] * **Village Development Centres** [bringing a large number of services locally to the rural population] * **Citizens' Portal** [electronic ID Cards to access citizenportal.ge, where individuals will have	* **Transparent Party Financing** [new framework, allowing citizens to observe where the finances of political parties come from; financial declarations of political parties and the information about contributors will be open to public] * **E-declarations** [civil servants are under the obligation to submit their financial declarations on the web-site www.declaration.ge where they are available to the public]	* **Home-grown concept of e-procurement** [public procurement to be conducted exclusively online; in order to maximise transparency, a Dispute Resolution Board was created with civil society being equally represented together with public officials; this innovative approach gave the State the possibility to save 202 million GEL of public money that amounts to 14% of the procurement budget] * **Online platform and online bidding for auctions** [in order to maximise transparency]	* **"Safety in Your Neighbourhood" project** [individuals will be able to communicate with their local prosecutors' offices online and inform them about general or specific problems in their neighbourhood] * **e-statistics of crimes** * **System for crime mapping** [tool to monitor the geographic distribution of crimes] * **Integrated Criminal Case Management System** [investigation and prosecution stages are integrated	* **Be informed and advance your country** [cooperation with the civil society and citizen engagement in decision-making] * **Ichange.ge** [publishing information of high public interest pro-actively on the web-site of each administrative agency; possibility to create and submit e-petitions] * **Platform for participating in legislative process** [direct dialogue between legislators and an individual to be enhanced; allowing everyone to comment on any article of draft or enacted laws and bylaws and provide their opinions] * **Citizens and Justice** [expand jury trials both geographically and according to the scope of their application]	**Main priorities:** * Improving Public Services * Increasing Public Integrity * More Effectively Managing Public Resources * Creating Safer Communities	Moderate

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15	Greece		*** Open data regarding prices, as collected by Prices Observatory** [collecting prices for all every day products, then exporting of all this information in a machine readable format] *** Resolve legal issues regarding state geo-data** *** Offer additional taxation data** [quarterly publication of taxpayers in arrears, the monthly publication of regional tax office key performance indicators, and a web service providing the registration details of professionals and companies] *** Augment functionality of the Transparency Program** [The program will evolve from a technological point of view in order to offer advanced services to citizens with the focus being on enhanced search functionality and information customization. The goal also includes setting the electronic connections (interoperability) to and from other public administration IT systems.] *** Publicize Public Sector**	*** Operate e-procurement information system** [The Greek government has acquired the necessary e-procurement information system, in order to unify and centrally manage the procurement process for all ministries, installing software; also a business process re-engineering project is running] *** Initiate ERP information system** [adoption of a common chart of accounts and the implementation of an ERP system across all ministries and governmental agencies] *** Initiate HRMS information system** [the goal for the next year is the design and activation of a central, unified, Human Resources Management		*** Increase number of legislative acts going through online deliberation** [goals set for the year to come is doubling the number (percentage) of legislative acts that will go through this process] *** Capitalize on citizen comments and suggestions**	**Main priorities:** * Boost Public Engagement * Enhance Public Resources Management * Open (Up) Data * Enhance Transparency	Moderate

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16	[Guatemala](#)		*** Creation of the Control and Transparency Secretariat** [fighting against corruption; transparency promotion; public information and electronic government] *** Submission of Transparency Law Initiatives** *** Facilitate administrative processes** [minimizing the contact between government employees and citizens within the processes, in the phases susceptible of bribery and gifts] *** Development and improvement of Electronic Government and Public Information**	*** Quickening of the administrative processes** *** Progressive Erradication of Secrecy in the adjudication of goods, services and public projects** *** Results Spreading through communications media, instituion web pages, among others** *** Regulation to erradicate wastes** *** Regulation in contracting permanent personnel, advisors and consultative persons** *** Regulation of a plan of effective and opportune acquisition plan** *** Regulation of superfluous expenses**		*** Construction Sector Transparency Initiative** *** Extractive Industries Transparency Initiative**	**Main priorities:** * Implementation of the Evaluation System of Results based Management [This project, will contribute to the optimization and well management of the use of financial resources, forcing the executors to periodically report back before the public opinion. With the saving reached through the implementation of this policy, is intended to orient the resources to implement actions in transparency, control and fight against corruption matters. This policy may be evaluated according to the savings generated quarterly] * Strengthening of Public Credit Control [It is important to develop an execution system with funds of loans and donations that forces the executor	High

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17	Honduras		*** To create the National Office of Developing Integrated Internal Control of Public Institutions (ONADICI)** [aims to increase institutional control of services that are funded from president's office]	*** Publish the Finance Secretary's journal in order to make financial information more accessible and transparent**				High

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18	Indonesia	* **Poverty reduction program** [promoting transparency, accountability and public participation on government's poverty reduction programs; public participation mechanism throughout the end-to-end cycle of the program must be enforced through regulations] * **Subsidies for education in elementary and junior high schools** [The data and information to be published are: budget allocation, disbursement, and expenditure data; publication of information should be conducted at every single elementary school and junior high school in 411 regional government (district level)] * **Subsidies in health sector** [The data and information to be published are: budget allocation and expenditure data, list	* **Promoting public participation on police and public prosecution service** [The data and information to be published include: institution and officer profile, type and service mechanism, time and cost required, case status/progress and annual report] * **Promoting public participation in the public area services that indicated high risk on corruption as Tax Court Office, Immigration Office and Custom Office** [The data and information to be published include: institution and officer profile, type and service mechanism, time and cost required, case status/progress and annual report] * **Promoting transparency on civil services recruitment by central and regional government** [The data and information to be published include position openings and requirements, recruitment process, selection criteria, test result, and announcement of final	* **Promoting transparency and accountability on budget information at National level** [The data and information to be published include: national budget (proposed & enacted), project and budget list, periodical budget disbursement, annual budget report, audited budget report, citizen budget] * **Promoting transparency and accountability on budget information at District level** [The data and information to be published include: regional budget (proposed & enacted), project (sub-district level) and budget list, and budget disbursement] * **Installing E-procurement software at 56 central government**			**Main priorities (grand challenges):** * Improving Public Services * Increasing Public Integrity * More Effectively Managing Public Resources **Triple Track Strategy:** This strategy provides context and focus to the initiatives such that it is easier both to execute and to communicate to different audiences– hence leading to a higher probability of success. * Track I: Strengthening and accelerating the implementation of existing open government programs and initiatives * Track II: Establishing a common portal for public services, public participation, and public institution openness programs	High

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		* **Establishing a unit for Government service to the public** [establishing a central headquarters for improving Government service to the public, which will develop guidelines for governmental customer service, determine standards and develop central projects for improvement] * **Online catalog of Government services** [an online catalog will be developed with extensive information about Government services, on a unified interface, with defined metadata] * **Creating a Government contact center (meeting points for private citizens)** [providing information about Government services, based on the online service catalogue] * **Inter-office committee for improving business processes** [a steering committee	* **Establishing a national information technology (IT) unit headed by a Government CIO** [improving coordination and cooperation among Government information systems] * **Establishing a freedom of information unit in the Ministry of Justice** [Ministry of Justice will publicize initiatives regarding government information and develop standards for simplifying the process of submitting policy requests and determining the types of decisions appropriate for public participation; in addition, it has the authority to establish and manage a central freedom of information website, determine guidelines and publicize Government information, conduct seminars and provide professional consultations for those responsible for freedom of information in Government offices and the public sector] * **Publication of work plans in Government offices** * **State Budget information accessibility**		* **Public participation in policymaking processes** [developing a technological infrastructure for public participation; **e**stablishing obligatory guidelines for processes involving public participation] * **Cooperation between the Government and the public in developing online applications** [publicize information and datasets that are of importance to the public to allow private enterprises to develop applications for the benefit of the public;		**Main priorities (grand challenges):** * Improving Government service to the public and cutting bureaucratic red tape. * Increasing public integrity in the Government	

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20	Italy	* **Launch of the Initiative "How to …"** [transparency on PA's websites in respect of all information on service provision and administrative procedures; citizens will be provided with direct access to each administration, thereby avoiding first-hand information procedures ("how to obtain that specific document?")] * **Plan for smart communities** [the creation of intangible infrastructures entailing the realization of projects to improve citizen quality of life in urban contexts (smart cities) and widespread communities (smart communities)] * **Dissemination of e-gov tools for companies and professionals** * **Infrastructure systems: electronic payment for PAs, online IDs, Certified Mail, digital signature, mobility services. Country**	* **Transparency Portal** [it will make information available as regards administrations' strategic and operational objectives, alongside information on relevant indicators, targets, stakeholders (leaders and contributors) as well as on the results achieved and will also contain the full texts of the three-year Programmes for transparency and integrity] * **Approval of a more efficient regulatory framework to prevent and fight against corruption within PA** [ensuring better market conditions for competition while promoting a reduction of public spending; supporting and providing information to local authorities and acting as an intermediary between the latter and the National Anti-corruption Authority; protection of whistleblowers; rotation system for officials working in high-risk sectors; new incompatibility provisions and a better management of conflict of interests; enhanced transparency	* **Information system on the status of actions falling under the unitary regional planning (EU structural funds, national development and cohesion funds)** [anticipate a Community regulation (which will become compulsory for the 2014-2020 programming period) requiring administrations to combine – for each measure undertaken - expected results with relevant indicators in terms of quality of life of citizens]	* **Consultations with citizens in respect of new policies and new legislation**	* **The "Simplify Italy" Decree: cost measurement and reduction by consultation with citizens and business up until 2015** [consultation of relevant categories, besides simplifying existing regulation, also serves the purpose of streamlining future regulations: the Statute of Businesses (approved by Parliament at the end of 2011) provides for consultation of stakeholder organizations also in respect of new legislation in terms of ex-ante assessment of red tape impact of new regulations]	Main priorities: * Transparency and Participation * Open data, promotion of social innovation and e-gov * Consultation and monitoring of the Plan	Moderate

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21	Jordan	*** Amending "the Government Services Improvement Bylaw" number 64** [introducing adequate follow-up and accountability mechanisms and to improve the legislative framework governing the delivery of public services] *** Wider implementation of the "Government Services Improvement Guidelines Manual"** [enable Governmental entities to deliver services through unified general scheme and best international practices; institutionalizing the culture of constant improvement of the government services] *** Concluding cooperation agreements among the Ministry of Public Sector Development and the different Governmental institutions** [enhance partnership and integration]	*** Strengthening the independence of the Ombudsman Bureau** [allowing it to become a member in relevant international organizations] *** Amendment of the Audit Bureau Law** [enhancing the independence of the Audit Bureau as a Supreme Audit Institution according to international best practices] *** Approval by Parliament and enactment of the amended Anti-Corruption Law** [criminalizing hiding conflict of interests; protection of corruption informants; criminalization of bribery in private sector] *** Ensuring the implementation of the Code of Conduct** [fostering the values of transparency, accountability and integrity among government employees] *** Strengthening the financial and operational independence of the National Center for Human Rights * Approval of the new**	*** Completing the second phase of the Jordan Aid Information Management System-JAIMS** [increasing transparency of foreign assistance] *** Undertaking the self-assessment using the Methodology for the Assessment of National Procurement Systems developed by the OECD-DAC Task Force on Procurement** [methodology includes baseline indicators to compare a country's systems to international-accepted good practice, as well as a new set of indicators] *** Adopting a new Unified Procurement By-Law * Establish a modern Internal Audit function in line ministries in accordance with**		*** Enhancing citizen participation in decision-making through the adoption of a new Political Parties by Parliament in first half of 2012**	**Main priorities:** * Improving Public Services * Increasing Public Integrity * More effectively managing public resources	Moderate

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22	Kenya	* **Improving service delivery by government** [both National and Devolved Government by engaging the public in defining County and Constituency Electoral boundaries] * **Fast track and finalize the Government of Kenya's End-to-End initiative** [as an integrated service delivery portal for the improvement of Government Service Provision to Citizens] * **Promote transparency, accountability and public participation in the area of essential services** [especially education and health by developing a collaborative CSO-Government public complaints portal]	* **Promoting transparency, accountability in government services** [by providing published datasets online, and in simplified formats] * **Promoting transparency in the administration of justice** [by public vetting of judges and integrating new technologies within the judiciary to improve expediency in judgments] * **Promote transparency and accountability in the management of elections** [by making available voter register, constituency and boundary information in electronic format online]	* **Improve the management of public resources** [by increasing Kenya's ranking in the Open Budget Index (OBI) from providing "more information" to "significant information"] * **Promote transparency and accountability on budget information** [by involving the public in budget preparation using technology channels, publishing data on proposed and approved budgets and Citizen's budgets in machine readable format]			**Main priorities:** * Improving Public Services * Improving Public Integrity * More effectively managing public resources	High

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23	Latvia	**<u>* Introducing a system based on the one-stop- shop principle and developing e- services</u>** [open public internet access points to promote the use of e- services thus reducing costs and administrative burden for population, companies and public administration, applying the 72 criteria methodology] **<u>* Developing the catalogue of public services (latvija.lv)</u>** **<u>* Pay particular attention to improving the quality of public services</u>** [in the fields such as health protection, education, data and transport infrastructure] **<u>* Enhance frequently used e-services</u>** [improving information systems at the National Land Service; introducing electronic registration procedures for all registers held by the Register of...	**<u>* Facilitate transparency of lobbying</u>** [by elaborating a statutory regulation of lobbying] **<u>* Encourage readiness to report violations</u>** [through educating the staff of public institutions and the community about the need to report violations of the law to public authorities] **<u>* Enhance statutory regulation</u>** [of the matters related to the control of the activities of persons who directly or indirectly receive national budget subsidies or other public funds, while performing their professional duties outside public institutions] **<u>* Reducing political influence</u>** [puting an end to politicising daily administrative decisions] **<u>* Developing a unified concept for the administration and a single website of the Government of Latvia</u>** **<u>* Ensure universally accessible online broadcasting of the Cabinet meetings and plenary sessions of the Saeima</u>** **<u>* Build a website with...</u>**			**<u>* Implement the "NGO Fund" programme co- financed by the European Economic Zone</u>** [increasing the capacity of NGO and their quality engagement in drafting legislation and sectorial policies] **<u>* Strengthen the role of the social partners (LBAS and LDDK) and civil society organisations in decision-making process</u>** [ensuring that social partners and civil society organisations are an equal discussion partner for the Government, self- governments and other public institutions] **<u>* Assess the practice of co-working between ministries and sectorial NGOs</u>** [develop recommendations for improving the works, including the extension of the principles of the Cabinet of Ministers Cooperation Memorandum to cover also the ministries, and the organisation of regular meetings between representatives of the...	**<u>Main priorities:</u>** * Improving the quality of the involvement of society and civil society organisations in decision-making processes * Improving the quality of public service provision * Restricting corruption * Facilitating freedom of information and introducing an open data system	Moderate

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24	Lithuania	*** Increasing the accessibility of services provided to the public** [an inventory of all the administrative and public services administered and supplied by public administration authorities will be made, a list/catalogue of the descriptions of these services will be compiled and indicators for the monitoring and analysis of the said services will be created] *** Promotion of public participation in the process for the improvement of service provision** [the abilities of the public to use electronic services will be developed, and public awareness of new technologies and electronic services will be raised]	*** Increase of the accessibility of the information held by public administration authorities** [enabling the public to access all the information related to the public interest that is held by public administration authorities, the volume of the yet undisclosed information] *** Centralised publishing of information on Government activities** [information on the implementation of the Government activity priorities / Government Programme provisions and the performance of assigned functions by public administration authorities]			*** More extensive public consultations** [principles and methods for public consultation will be established; outcomes of such consultations will be summarised and made public; consultations employ the latest technological advancements, so that the public could access all information on ongoing consultations in a single place] *** Promotion of public participation in public administration processes** [all the persons concerned will be provided with an opportunity to present, in the form acceptable to them, their opinions on all draft legislative acts and to become familiarised publicly with the evaluation of the submitted observations and proposals; makeing petitions a more attractive instrument of public participation in the legislative process; new instruments for the participation of residents and local communities in decision-making on public affairs will be	**Main priorities:** * Increase the transparency of the activities of public administration authorities * Creating more favourable conditions for active participation of the public in the public administration processes * Increasing the online availability of all the services provided to the public	Moderate

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		* **Improving the services and usage of uslugi.gov.mk through consolidation of data and increased level of reliability** [Introduce a mechanism for the citizens which they can use to assess and comment the services] * **Development of integrated Citizens Log with clearly determined obligations per institutions** [Integration of the Citizen Logs, their update and publishing] * **Publish the results of the public administration evaluation projects (or continue the 'traffic light' project)** * **Provision of the Government services through cloud computing** * **Consolidation of the databases** [Implementation of the Law on Electronic Management which introduces one-off request for the information from the	* **Establish the opendata.gov.mk website** * **Development of new business models from the open-type data** [Open data -the engine of the economic development] * **Prioritizing opening of data requested and identified by the stakeholders and the citizens** [This measure will be implemented using the online consultation tools that will make it possible for the citizens and companies to post requests and elaborate them, and having the other stakeholders support such request, thus making transparent prioritization] * **Using the inter-operable services as guidance in opening data** * **Plan and monitor the implementation of the plans for opening the state institutions information** * **Analysis of the legal framework that provides the concept of open data and determine the need for eventual**	* **Open Budget initiative** [Release the budget as open data] * **Public Procurements** [Continue the good record in transparency and openness of eprocurement and standardize the data to be qualified as open] * **Foreign assistance and foreign investments** [Consolidation of information and prioritization of the data that qualifies as open data]		* **Greater usage of ENER by the business, chambers, civil society and the citizensIncrease public awareness and usage ofparticipatory tools** * **Increase public awareness and usage of participatory policy making through thee-democracy web portal by the institutions, business, chambers, civil society and the citizens** * **Introduce the possibility for onlinepetitions (online collection of signatures)** * **Improved use of the Code of Best Practices for Involvement of the NGO sector in the process of policy making** * **Implementation of the measures from theStrategy for Cooperation of theGovernment with the Civil Sector 2007-2011** * **Increase the number of information the Inspectorates publish in the Internet and identify the types of information that will be useful for the citizens and businesses**	_	

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		* **One-stop shop for Citizens** [reduction in bureaucracy when getting any public service and as much as possible by going to one entity]		* **Procurement** [procedures should incorporate a balance between simplification, transparency and accountability; through better use of electronic means; more openness in tender evaluation]	* **Having Cleaner beaches** [the adoption of a system whereby all beaches are daily maintained on an extensive number of hours, say, 12-hour, during the months from mid-June to September. There should also be a waste separation process on Malta's beaches during the summer months, whereby the public will be also be encouraged to participate in keeping the beaches in a clean and safe state] * **Constructio**	* **Transparency in Public Spending** [monitoring through the setting up of different boards to ensure internal accountability and transparency; ensuring a fuller, fairer collection of tax; amalgamation of the revenue earning departments that includes legislative amendments, HR, systems, and logistical arrangements; reducing bureaucracy for businesses and individuals] * **Taxation and Benefits abuses** [tax evasion is to be minimized as much as possible through the increase in off site income tax inspections and enhance enforcement of tax collection; investment in more human resources in the investigation/compliance functions; introduction of measures to encourage moves from informal or undeclared work to regular employment; audit exercises through liaison between various government department and entities to curb abuse]	**Main priorities (grand challenges):** * Creating a Safer Communities * Increasing Corporate Accountability	

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27	Mexico	* **Development of the citizen support website (www.gob.mx)** [interactive tool of information exchange and execution of personalized procedures between the Government and its citizens] * **Interoperable open data mechanism** [the Government will strive to promote the integration of processes related to digital services and the use of common platforms and information systems in order to foster the use of raw databases by citizens] * **Telecommunications sector** [transparency criteria will be determined in accordance with international parameters] * **Education sector** [increase the hiring of better qualified teachers through public contests; increase the number of schools and teachers that	* **Publication of socially useful information** [the Mexican Government will update and strengthen the procedures through which Federal branches must identify and publish said data]	* **Strengthen budgetary transparency** [through the publication and constant update of investments, public finance, transfers to states of Federal assets, indicators and audits, amongst other things] * **Other commitments on transparency** [related to three key sectors: security, telecommunications and fossil fuels] * **Fossil Fuels** [geological and geophysical information will be published in accordance with international transparency parameters] * **National Examination System** [audit Municipal and State government bodies] * **Consolidation of a new System for Public Biddings** [legal reforms; Electronic System	* **Security** [information regarding felonies committed will be increased; the criteria for the distribution of funds destined for public safety to States and the Federal District will be published]	* **Business Integrity Workshop** [on-line workshop in order to facilitate its dissemination and obtain a greater audience in sectors where the nature of the products or services provided warrants closer attention to manipulation and bribery matters] * **Creation and implementation of self-regulatory mechanisms** [which will permit the recognition and evaluation of businesses that have designed and implemented anti-corruption and public contract process fulfillment programs] * **Government and Civil Society Organizations to extend the first consultation test** [involve other Civil Society Organizations as well as State and Municipal governments. During this first year we must internally replicate the process of setting tangible goals and strategic alliances]	**Main priorities:** * Improving Public Services * Increasing Public Integrity * More effectively Managing Public Resources * Increasing Corporate Accountability	High

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28	Moldova	* **Drafting the Law on public sector information re-use** [This law will provide opportunities for adding value to this information and will unveil its economic potential.] * **Launching public e-services** [on-line appointments to public administration authorities; online release of documents, licenses, certificates and permits; online reporting for businesses; e-Visa, integrated medical information system, automated information system for primary health care, E-construction] * **E-Justice** [efficient and functional judicial information system] * **Innovative IT tools for primary and secondary education system** [electronic information platform in primary and secondary education system that will ensure individual access for parents	* **Increasing transparency in the decision making process** [an annual report on the publication of public sector information will be elaborated and posted on the web page of central public institutions] * **Increasing access to information on environment quality and protection** [methodological guide on publication of information on environment protection and quality will be developed for central public authorities] * **Implementing government e-mails (gov.md)** [governmental e-mail accounts (gov.md) in work-related correspondence] * **Publishing the Open Government Data Catalogue** [Each central public authority will publish on its webpage and open data portal www.date.gov.md its own catalogue of data that it holds] * **Online income and property declaration** [income and property declarations of senior	* **Transparent information on public procurement** [annual procurement plans, individual procurement notices, and information on attribution and signing of contracts will be published online on time with free access for all citizens] * **Human Resources Management system** [database of all public servants] * **External assistance application** [monitoring of the flow of foreign assistance to Moldova] * **Transparent external assistance data** * **Developing the public procurement application**		* **Creating an online petition platform "www.petitii.gov.md"** [allowing electronic submission of petitions to public authorities]	**Main objectives:** * Strengthening public integrity by ensuring a participative decision- making process and citizen participation and increasing transparency in governance * Efficient management of public resources through the increase of public spending transparency * Improving the quality of public services delivery	High

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		* **Improvement of business environment** [Establishment of an electronic registration of enterprises; inspection system reform; new legislative mechanisms in the process of issuing building permits; establishment of a special administration authority in order to support implementation of investment and development projects] * **E-register of licenses** [adopting a regulatory framework that would establish a public-private partnership for keeping and updating such register] * **Regulatory Guillotine** * **Reform of employment of foreigners** * **Concessions and public-private partnership** [The Government of Montenegro will set a regulatory framework for the public-private partnership and concessions in	* **Free access to information** [increasing possibilities for detection of corruption cases and other breaches of laws] * **Preventing the conflict of interest** [training delivered for government and local public officials and organising public campaigns to encourage citizens to report conflict of interest of public officials] * **Transparency of criteria for employment, bonuses, and promotion in the public sector** * **Protection of persons reporting corruption** [propose adoption of a special Law on persons who report corruption] * **Improving media freedoms**	* **Public procurement Help desk** [Help desk for advisory and consulting services] * **Electronic public procurement system** * **Establishing central public procurement bodies** * **Budget transparency** [the Government of Montenegro will amend the organic Law on Budget to define in a more precise manner dates in the budgeting calendar, aimed at providing sufficient time to all participants in the planning process, including also the parliamentary procedure]	* **Regulatory Impact Assessment** [the analysis of economic impacts of laws, environmental impact assessment, social standing of citizen, gender equality] * **Combat against all forms of discrimination** [Memorandum of Cooperation with the NGO "LGBT Forum Progress" and NGO "Juventas"]	* **Involving representatives of non-governmental sector in the work of the Privatisation Council** [In order to increase the transparency of the privatisation process, the Government will, as one of the contractual parties, invest additional efforts, in line with international practice, for concluded contracts not to contain the data confidentially clause which prevents publications of contracts after those are signed] * **E-petitions – "Citizen who proposes and impacts the Government policies"** * **Regional government communication forum in South East Europe – "Regional Cooperation as transparency function"** [Regional forum for government communications in South East Europe is a regional initiative having as the objective to develop capacity of government officials for public relations in order to impact the way how public policies are created, aimed at an increased transparency of the public		

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30	Netherlands	*** i-NUP programme** [central government and other public authorities to maintain and where possible improve the quality of services to companies, institutions and the general public: uniform basic registration system; e-government citizens' front office; support for implementation at municipal level to facilitate local authorities' honouring their commitments] *** Personal Government Response / procedural justice**	*** Transparent party financing** [a party will now have to report when a donor gives it €4500 or more in a single calendar year, giving the donor's name and place of residence] *** Amend the Government Information (Public Access) Act (WOB)** *** Enabling conditions for smooth decision-making; active publication policy** [Besides improving the statutory framework, therefore, attention will also be paid to better implementation: the organisation of the primary process, better training of public servants and more frequent steps to make information public at government's own initiative] *** Open data** [encouraging public authorities to make information available; creating economic added value by making data available for use by third parties] *** Amending the Political Parties (Grants) Act and proposing Political Parties (Financing) Act**			*** Enlarging the scope for civil society initiatives** [People participate in a society when they feel they are part of it and take responsibility for their living environment, regardless of their ethnic or religious background or national origin] *** Right to challenge** [the government seeks to give society more space by cutting down on rules and bureaucracy] *** Putting cultural change on the agenda of government and society**	**Commitments:** * Enhancing accessibility and facilitating reuse of government information * Integrity * Citizenship * Improving service provision	Rather clean

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31	Norway	* **The Government aims to provide digital public services** [amending legislation, putting in place common IT systems and ensuring that the public sector delivers good, effective and predictable digital services to the general public]	* **Developing a better system for the compilation and dissemination of official statistics on state resource use and results, known as StatRes** [more openness on the level of resources the state uses; a better basis for analyses, management and decisions, not least across sectors; motivate state enterprises to improve their performance through greater visibility] * **Implementation of the Central Government Communication Policy** [aim of the policy: provide citizens correct and clear information about their rights, responsibilities and opportunities; give access to information about the Government's activities; invite them to participate in the formulation of policies, arrangements and services] * **Introduction of guidelines on quarantine and a prohibition against** ~~dealing with specific matters for senior officials and civil servants who transfer to~~	* **Financial Action Task Force against money laundering and terrorist financing** * **Participating actively in the IMF-coordinated International Forum on Sovereign Wealth Funds**		* **National survey to obtain open, accessible and comparable information about the population's perception of public services** * **Measures to promote gender equality and women's full participation in civic life, the private sector, the public administration and political processes** [white paper on equal pay; ensure that more women apply for top posts in the private sector; cross-sectoral gender equality action plan; ensure that young people of both sexes have a genuine opportunity to influence decisions that affect their lives]	**Main priorities (grand challenges):** * Open Public Sector and Inclusive Government * Measures to promote gender equality and women's full participation in civic life, the private sector, the public administration and political processes * Transparency in the management of oil and gas revenues, efforts for financial transparency	Rather clean

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32	Paraguay	*** Integrated System of Health Administration (e-salud)** [improve the efficiency of healthcare administration using the internet] *** National System of Registry and Identification** [Streamline public records (births, deaths, etc.) into one place to ease citizen access] *** Integrated Complaint System** [Creation of one, integrated system for all complaints and make it electronically available] *** E-legal** [create one online portal describing state powers and what services are offered]	*** Portal Representativo del Gobierno** [online portal where citizens can read about any gov't docs or proceedings] *** E-local** [increase civil participation by bringing local gov'ts online]	*** System of Exchange of Information** [a new system of intra-gov't info sharing to cut down on repitition and waste] *** Contract Management System** [to use technology to allow public institutions to more effectively monitor public procurement] *** Creating a cybercrime agency (CSIRT)** [to deal with and mitigate the effects of hacking gov't systems] *** Developing an Electronic Catalog** [to allow bidders of pubublic procurement contracts to deal more easily and efficiently with the state] *** SIGTAP** [handling internal gov't tasks electronically]				High

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33	Peru	*** Assign a General Anti-Corruption Prosecutor to oversee anti-corruption activities in each judicial district**	*** Create a Working Group (Grupo de Trabajo de Revisión de la Normatividad sobre Transparencia y Acceso a la Información Pública) to review transparency laws and standards** *** Establish public profiles for which functionaries are responsible for what in the government** *** Create a Multisectoral Commission, including members of civil society, to monitor government activities online**	*** Computerize the public procurement process**			**Main Priorities/Challenges:** * Public Access to Info and Transparency * E-Govenance * Public Integrity * Citizen Participatcion and Accountabilty	Moderate

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			* **Public Access to Information Initiative** [giving citizens greater and freer access to official information in a timely, relevant and meaningful manner] * **Single Portal for Information** * **Fiscal Transparency** [and launch a"Budget ng Bayan", which will serve as an interactive platform for citizens to learn about and find information on the National Budget]	* **Transparent Bidding** [improving the compliance of National Agencies to the disclosure of bid winners through PhilGEPS and via agency websites, from the current 20% to 100%] * **Participatory Budgeting** [alongside the preparations for the 2013 National Budget, the Government will expand the coverage of participatory budget preparation and enhance the process to address issues experienced during the pilot consultations] * **Bottom -Up Participatory Planning and Budgeting** [The government will seek to push for a stronger collaboration between national agencies and local government units and community organizations as a		* **Philippine Partnership for Open Governance** [the government, in partnership with the national CSO networks it has already engaged for its first OGP Action Plan, will engage a broader spectrum of CSOs— including regional and local organizations— as well as business groups and the academe] * **Empowerment Fund** [providing citizens groups with support in undertaking capacity development and community organizing projects that will empower citizens to demand for better services and governance] * **Social Audit for Public Infrastructure Projects** [institutionalizing social audit for general public works and agriculture infrastructure projects] * **Harmonize Government Performance Measurement Systems** [a single Results-Based Performance Management System (RBPMS) shall be developed, harmonizing the currently-disparate performance monitoring	**Main priorities (grand challenges):** * Compliance with Transparency * Citizen Participation * Accountability to Ethical and Performance Standards * Technology and Innovation	

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		* The Electronic Allocation System for Transports (SAET) [suppressing immediate contact between transporters and the representative of the public institution; reducing the time needed to obtain permits; enhancing the quality of services provided to the citizens and companies] *** Expanding the on-line submission of fiscal forms** *** Developing electronic tools to manage subpoenas and facilitate access to information regarding legal proceedings** [increasing the level of on-line public services delivered by the judiciary] *** Developing electronic tools to manage the procedures related to obtaining the Romanian citizenship** [the project is aimed at the unification and development of the	*** Ensuring the free on-line access to national legislation**	*** The Public Procurement Electronic System (SEAP)** [access of public institutions and economic contractors to the on-line public procurement process; tracking the public procurement process; standardized procurement procedures applicable to public authorities; the possibility for any entity to audit the procurement process; unrestricted access to the procurement documents published by the public institutions]			**Main priorities (grand challenges):** * Facilitating public access to open data * Increasing public access to information and on-line public services + Monitoring	

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36	Slovak Republic		*** Open Data Portal – data.gov.sk** [publish remotely accessible data available for machine processing using open standards and public licences; publish metadata]	*** Web application for the EU Structural Funds, EEA Financial Mechanism, Norwegian Financial Mechanism, Swiss Financial Mechanism and other ministry grant schemes** [provide information in the scope defined for the purposes of ITMS about all programs implementing the Structural Funds, EEA Financial Mechanism, Norwegian Financial Mechanism, Swiss Financial Mechanism; enable public control of the effectiveness and transparency in the use of public resources]		*** Dialogue on Public Policies** [Dialogue on Strategy for the Social Services Provision; Dialogue on National Strategy for Biodiversity Conservation for 2012-2020; Dialogue on Nationwide Strategy to Protect and Promote Human Rights; Development of rules for the public participation in the legislative process by law] *** Collective Electronic Petition** [use of new technologies to facilitate communication with citizens and to simplify ways for signing a common petition] *** Openness Barometer** [regularly evaluating the openness and transparency of executive bodies of the government] *** Corruption Whistleblowers** [in order to eliminate corruption, circumvention of laws or ineffective actions of public institutions, the government will adopt effective legislative measures to support people from inside public and private institutions	**Main commitments:** * Open information * Government open to dialogue * Transparent government	Moderate

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37	South Africa		* **Developing a comprehensive and publicly accessible portal of environmental management information**			* **Formalise partnerships with civil society organisations in all nine provinces to establish Service Delivery Improvement Forums (SDIFs) at local level** [Accountability to the public regarding service delivery performance will be enhanced as well as greater citizen engagement in service delivery performance monitoring] * **Enhance the capacity and capabilities of communities to access and claim their socio-economic rights** [national public education campaigns, specifically a public outreach campaign on Know Your Service Rights and Responsibilities (KYSR&R)] * **Enhance national integrity through institutional capacity-building of National Anti-Corruption Forum (NACF) and Anti-Corruption Hotline** [capacity development of anti-corruption officials and strengthening the Hotline`s advocacy and investigation functions]		Moderate

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38	South Korea	* **Creating a Communication Channel for Government and Citizens** [greater policy discussions will take place through the e-People to promote more public input in future policy development by reviewing relevant policy agenda and inconveniences experienced by citizens; promoting the Proposal System to encourage greater citizen engagement for obtaining public opinions] * **Better Communication Channel between Government and Citizens at All Levels of Administration** [a field administration manual will be developed to further strengthen communication between the government and public, thus embracing different voices of society in the decision-making process; a 'One-stop	* **Strengthening Information Disclosure** [more government information will be available publicly by disclosing critical information in advance for the daily life of the public; engaging with civil organizations and monitoring groups will enable relevant information to be opened] * **A Corruption-free Society** [asset disclosure for public servants will be strengthened to ensure more transparency in the civil service; restrictions on post-public employment will also be strictly monitored to further promote the culture of civil service integrity]	* **Active Use of Data Sharing Portal** [improve the management of public information and resources, and provide upgraded everyday services especially related to the citizens' daily life; public information with high demands from the private sector will be verified and registered on the data sharing portal through research and analysis; improving the efficiency of public administration and management by using public resources more wisely and engaging with citizens in the administrative and budget processes]		* **Strengthening Citizens' Monitoring of Government**	-	Moderate

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		* E-Justice Administration [creating an agency specifically dedicated to justice information sharing among the relevant public administrations, facilitating interoperability through an IT system enabling immediate online access to judicial data and information contained in public registries relating to the administration of justice] * **Promoting social networks to facilitate citizen participation** [enabling citizen interaction through social networks, web-based technology and specific mobile phone applications] * **Publishing crime statistics** * **Information technologies at the service of health management: e-health** [launching technological platform that will ensure interoperability of digital medical	*** Transparency, Access to Public Information and Good Governance Act** [expand and strengthen transparency in public activity; recognise and guarantee access to informationt; establish the good governance obligations to be met by public officials] * **Transparency and Accountability of Official Development Assistance** [enhancing Spain's Official Development Assistance information system (info @ OD)]	*** Organic Law on Budget Stability and Financial Sustainability** [aims to ensure the budget sustainability of all Public Administrations and achieve greater rigor in budget information and the implementation and monitoring of the budget of the Public Administrations — based on the European Union's regulations regarding fiscal discipline] * **Amending the Subsidies Act** [eliminaing nominative subsidies as a general rule in legislation on subsidies, increasing transparency regarding how they are granted and in their implementation and impact evaluation, defining standard granting criterias]			**Main priorities:** * Increasing public integrity * More effective management of public resources * Improvement of public services	

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40	Sweden	* **Information and Communication Technology for Development** [with the purpose of contributing to improved prospects for poverty reduction, Business for Development, accountability, increased democratic participation, inclusive economic growth, freedom of expression and knowledge development, ICT for enhanced accountability and eGovernment]	* **Monthly updated information from all public actors allocated funds under the international development cooperation expenditure area** * **Expanded range of published documents explaining when, to whom and why money has been made available** * **Enhanced visibility of the aid chain/activity structure displaying the linking between e.g. a policy decision and a disbursement** * **Enhanced use of the open format** [Application Programming Interface, API] * **Focus on Sida's recently developed whistleblower function** * **Implementing the commitments in the Busan Partnership document** [making a full range of information publicly available, focusing on transparent public financial management and aid information management systems] * **Establishment of an appropriate forum for**	* **Supporting ongoing multi-stakeholder partnerships on accountability, predictability and transparency** [ensuring involvement of a wide range of actors including donors, partner countries, multilateral organisations, civil society and the private sector]			**Main priorities:** * Continuing the development of the Openaid.se platform * Ensuring full implementation of the IATI standard by 2015 * Implementing the commitments in the Busan Partnership document * Playing a leading role in the Building Block on Transparency * Contributing to further define the work towards an EU Transparency Guarantee * Engaging in the Open Aid Partnership and promoting ICT4D * Broadening open government commitments	Rather clean

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41	Tanzania	*** Posting orders and receipts of medical supplies from the Medical Stores Department (MSD) online and on notice boards to the facility level and updated in real time** *** Establish an open forum in collaboration with civil society to review quality, integrity, depth and pace of progress against OGP commitments** *** Explore the feasibility of establishing a „Nifanyeje?** [A website where citizens can get practical information of how to go about getting Government services (e.g. getting a scholarship for university, water or electricity services, driver?s license, business license, passport and other services)] * **Foster communities of local ICT entrepreneurs and actors to spur greater innovation**	*** Improve Citizens" Website (www.wananchi.go.tz)** [in order to make it more robust and responsive as a platform for citizens to participate in the running of Government, and produce monthly reports on effectiveness of the citizen"s website] *** Strengthen ministerial and other Government institutions websites, to post online within one month, all reports, studies, data, circulars, and other public interest data in machine readable format** *** Produce annual citizens" budget document in a simplified language (both in Kiswahili and English) and in a format that will make it easy for ordinary citizen to understand** *** Post quarterly disbursements and execution reports on Ministry of Finance (MoF) website in machine readable format, updated in real time** *** Ensure LGAs abide to the existing requirements of posting**	*** Review formula based grant allocation system to suit current needs of LGAs, and publish all LGAs allocations online**		*** Encourage donors to exercise greater transparency of donor funding given to Tanzania**	**Main priorities:** * Transparency * Citizen Participation * Accountability and Integrity * Technology and Innovation	High

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42	Turkey	*** Transparency in Public Expenditures – www.spending.gov.tr * Engaging citizens and other concerned parties in policy making processes - www.regulation.gov.tr**	*** Setting up a web portal named www.transparency.gov.tr** [providing all the current information about the projects and strategies implemented by the Government regarding integrity, transparency, accountability and combating against red tape and corruption; all legal and other arrangements in these fields; all international conventions that we are party to and the activities carried out at international organizations of which we are a member] * **Advisory Platform for Transparency in Public and Openness** [to enable different segments of our society to thoroughly discuss the social and economic effects of steps taken in the fields of integrity, transparency, accountability and combating against corruption; trigger debates on which measures should be taken on these issues] *** Plotting a risk map by determining the risk areas open to**	*** Electronic Public Procurement Platform**			**Main objectives:** * Information sharing with the public * Active Participation of citizens, Non-Governmental and Private Sector Organizations * Increasing Public Awareness	Moderate

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		* Launching a single governmental web portal giving access to administrative services *** Introduction of administrative services in a digital format** *** Establishment of administrative service centers in all Ukraine's regions** *** Design and development of a Program for Promotion of E-Government** *** Implementation of an electronic system of collaboration between executive agencies** *** Development and implementation of a unified single data web platform enabling citizens to file petitions and information requests with government agencies and local self-government bodies** *** Development and ensuring operation of an automated system named "One Stop Shop for E-Reporting"**	*** Harmonizing legislation with Laws of Ukraine "On Information" and "Access to Public Information"** *** Drafting guidelines for classifying data as restricted by agencies of authority and local government bodies** *** Public discussion of and finalizing the draft law on introduction of public service television and radio broadcasting in Ukraine** *** Public discussion of implementing a mechanism for free, facilitated and toll-free access, to information stored in state registers** *** Providing for implementation in Ukraine of the Extractive Industries Transparency Initiative (EITI) in compliance with the Initiative criteria**			*** Adoption of laws of Ukraine on charity and charitable institutions and peaceful assemblies and local referendum * Amendments to the Law of Ukraine "On Public Self-Organization Bodies (Community Associations)"** [facilitating procedures for establishing community associations, expanding their financial and material resource base, introducing safeguards for their operation etc.] *** Amending certain laws of Ukraine on participation of the public in formulation and implementation of state policy** *** Amending resolutions by the Cabinet of Ministers regulating collaboration with civil society bodies** *** Implementing a comprehensive set of measures in respect of training and improving skills of state servants** [as regards consulting with the public] *** Implementation of a system of state control** [in particular of its institutional mechanism	**Priority tasks:** * Strengthening partnership cooperation between executive powers and civil society bodies through engagement of the civil society into state policy-making * Promoting access to public information * Preventing and combating corruption * Promoting good governance through improvement of administrative services and introduction of e-government	

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		* UK Government ICT Strategy [For those for whom digital channels are less accessible (for example, some older or disadvantaged people) the Government will enable a network of 'assisted digital' service providers, such as Post Offices, UK online centres and other local service providers; encourage businesses and social providers to develop new market opportunities; open standard for all government documents; 'channel shift' (move online) in selected government services; creating cross-government standards on APIs and develop a quality assurance 'kite-mark'; ensure that an online channel is included in all government consultations]	*** Stronger rights for citizens to empower them to obtain data from the public sector** [a new power held by appropriate independent organisations to secure the release of valuable public datasets; meaningful disincentives for public bodies and public servants found to have withheld data that should have been released; maximum time limits for how long public bodies can review appeals against Freedom of Information Act (FOI) refusals; mandating a phased introduction of 'Public by Default'] *** Setting standards** [formalising the Public Data Principles articulated by the Public Sector Transparency Board; ensuring a line of continuous improvement for public service providers in achieving the highest ratings for their published data; having in place an Open Data compliance monitoring process; merge information asset registers, publication schemes and other data lists over time into a	*** Eligibility criteria of overall assessment processes which determine the readiness of partner governments for UK budget support** [This will further strengthen our approach which is based on robust assessments of partner governments' commitment to improving public financial management; strengthening human rights; increasing domestic accountability and reducing poverty; spending up to 5% of budget support (as additional funds) on strengthening local accountability to support progress against related OGP goals]			**Main priorities:** * Open data * Transparency and accountability in overseas development aid * Information and communications technology	

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45	United States	*** Expand Public Participation in the Development of Regulations** [overhauling the Public Participation Interface on Regulations.gov] *** Use Data.gov as a Platform to Spur Innovation** [the site supplies the public with large amounts of useful, machine-readable government data that can be used by innovators without intellectual property constraint] *** Encourage Communication between Government Officials and Citizen-Experts** [launching ExpertNet, a platform enabling government officials to better communicate with citizens who have expertise on a pertinent topic] *** Reform Government Websites** [Begin an Online National Dialogue With the American Public: Update	*** Launch the "We the People" Petition Platform * Develop Best Practices and Metrics for Public Participation * Monitor Agency Implementation of Plans * Strengthen and Expand Whistleblower Protections for Government Personnel** [Advocate for Legislation to Reform and Expand Whistleblower Protections, Explore Utilization of Executive Branch Authority to Implement Reforms if Congress is Unwilling to Act] *** Increase Transparency of Legal Entities Formed in the U.S. * Open Source "We the People"** [publishing the source code of "We the People" so that it is available to any government around the world that seeks to solicit and respond to the concerns of the public] *** Declassify National Security Information * Enhance Enforcement of Regulations Through Further Disclosure of Compliance Information * Reform Records Management Policies**	*** Implement Extractive Industries Transparency Initiative** [EITI has developed a voluntary framework under which governments publicly disclose their revenues from oil, gas, and mining assets, and companies make parallel disclosures regarding payments that they are making to obtain access to publicly owned resources] *** Increase Transparency in Spending** [Applying Lessons from the Recovery Act to All Federal Spending] *** Increase Transparency of Foreign Assistance** [Release and Implement Governmentwide Reporting Requirements for Foreign Aid] *** Create a More Effective and**			**Main priorities (grand challenges):** * Open Government to Increase Public Integrity * Open Government to Manage Public Resources More Effectively * Open Government to Improve Public Services	Rather clean

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46	Uruguay	* **Uruguayan State Portal** [complete and organized guide of all Procedure and information of the Uruguayan State] * **Online procedures and services** [the initiative seeks to substantially increase the availability of Procedures and services through electronic means, simplifying efforts by Citizens and Companies before the Administration and eliminating or minimizing the need of the on-site presence at the Public offices] * **Citizen E-Funds** [the e-funds are mechanism of technical and financial help directed to organizations of the Central Administration for the development of E-Government solutions] * **Electronic Fiscal receipt** [it will allow substituting the paper documentation with electronic documentation]	* **National Award for Transparency** [This Award strives to be the top acknowledgement at national level for Public Institutions that distinguish them self in the task of achieving transparency and therefore are a role model for others to follow] * **Access to Public Information** [developing a national campaign of public awareness on the subjects of encouraging the construction, institutionalization and deepening of a transparency culture in the Country] * **Strengthen the Transparency culture** [develop e-learning content and its application on the Stakeholders] * **Open Government data** [encouraging the disclosure of public data through the creation of a Platform for Government open data (datos.gub.uy)] * **E-Participation by the Citizenship** [the initiative seeks to encourage the Organizations of the Central Administration to	* **Agency for State Purchases and Contracts** [the state of public purchases determines in great measure the governability and performance of the community services and cuts across almost all areas of pacification, program management and budget] * **GRP** [system of planning, information and management, which allows introducing efficiency and effectiveness into the use of economic and material resources] * **Establish a System for Electronic Records** * **Uruguay Competes** [a professional system for the recruitment and selection of the best suited candidates to work			**Main priorities:** * Increasing the Public Integrity * A more proficient management of public resources * Improving the rendering of Public Services	Rather clean

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47	Azerbaijan						Developing Commitments	High
48	Costa Rica						Developing Commitments	Moderate
49	Ghana						Developing Commitments	Moderate
50	Liberia						Developing Commitments	High
51	Mongolia						Developing Commitments	High
52	Panama						Developing Commitments	Moderate
53	Russia						Developing Commitments	High

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54	Serbia						Developing Commitments	Moderate
55	Trinidad and Tobago						Developing Commitments	High