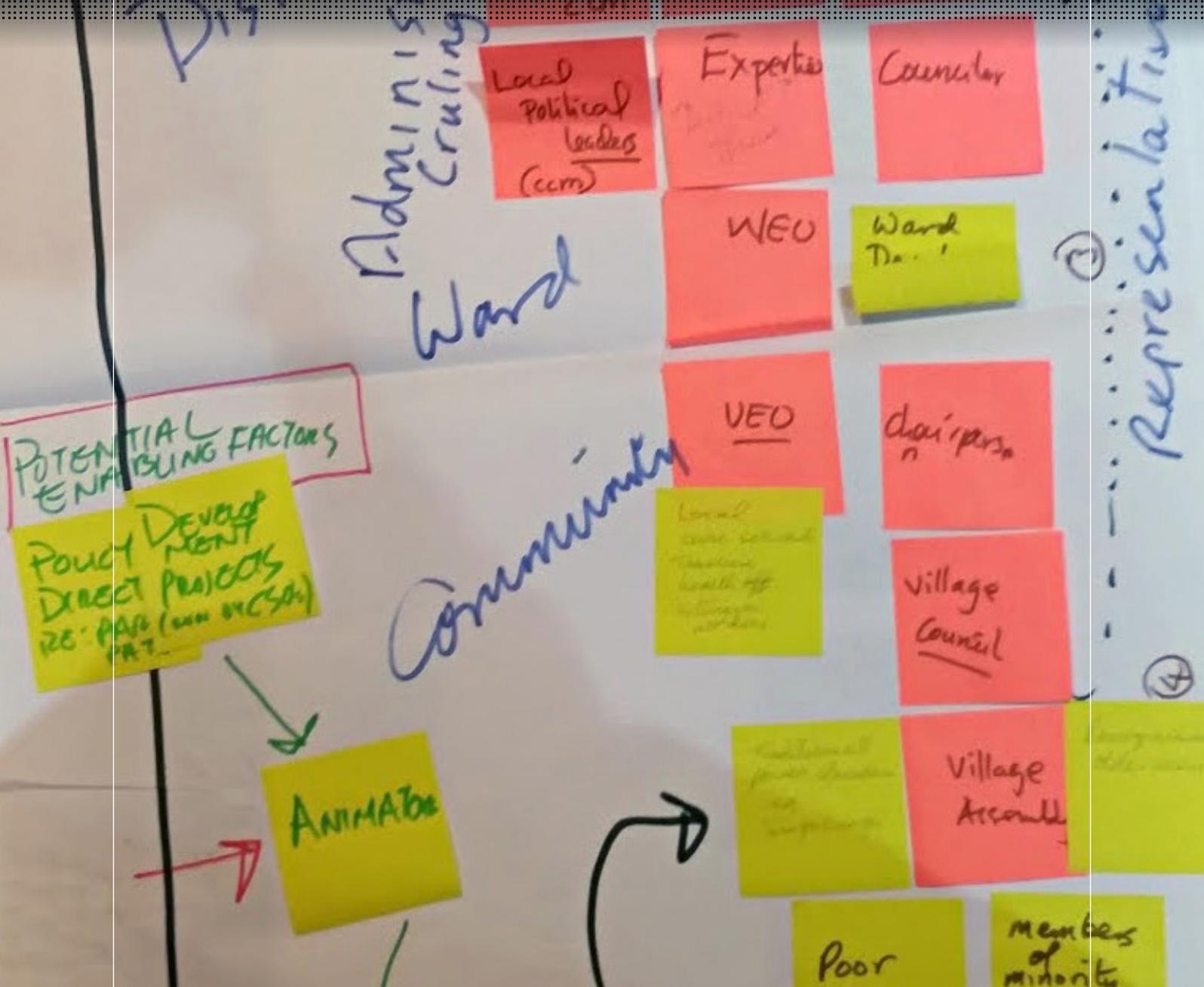
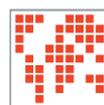


# Learning how to go local: lessons from six learning journeys for the Open Government Partnership



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# Summary

This brief reviews the evidence from **Learning to Make All Voices Count** (L-MAVC), a programme funded by **Making All Voices Count**, and implemented in collaboration with **Global Integrity**. L-MAVC intended to support six **Making All Voices Count** grantees, working in five countries, in co-creating and applying a participatory, learning-centred, and adaptive approach to strengthening citizen engagement in governance processes in their contexts, including with respect to the **Open Government Partnership** (OGP).

The evidence from L-MAVC suggests that supporting citizen engagement with, and use of, OGP, and improving the extent to which OGP commitments are shaped by and matter to citizens in subnational districts, is not straightforward. The approaches L-MAVC grantees took to localising OGP in their contexts evolved over the course of the programme, as grantees engaged with and navigated local political and power dynamics, and responded to emerging challenges and lessons. Rather than starting and sticking with a static, linear plan for supporting subnational engagement with OGP, successful grantees iteratively adjusted, tailored, and re-tailored their localisation strategies to fit the complex, dynamic, and political contexts in which they were working. The presence (or absence) of an institutionalised, multi-stakeholder OGP process in particular countries was an especially influential factor with respect to grantees' development and operationalisation of localisation strategies in their contexts.

These findings suggest that efforts to broaden and deepen citizen engagement with OGP, including at subnational levels, may be more effective when combined with support that helps local OGP champions iteratively learn and adapt, and discover and apply localisation models that fit best in their contexts. OGP and its partners may strengthen the impact of the initiative, and indeed, the impact of those working to leverage OGP at and below country level, by making structured learning support more available to local reformers. Targeted advocacy, focused on institutionalising collaborative OGP processes, and on linking subnational action with National Action Plans (NAPs), may also be useful.

# Introduction

## Background

An increasingly compelling body of evidence suggests that governance reform is inherently political and complex, and that reform efforts are most likely to be successful when:

- local stakeholders are at the forefront of defining governance challenges, developing and implementing solutions, and pursuing sustainable change; and
- those stakeholders have the flexibility to learn and adapt as they go, especially when working in complex political contexts (see, for example, Levy 2011; Andrews 2010; Grindle 2005; Halloran 2014; Ladner 2015; Derbyshire and Donovan 2016).

The Open Government Partnership (OGP), a multi-stakeholder governance initiative comprising 74 countries across the world, is one of several recent attempts to harness and actualise emerging insights about the nature of successful governance reform. OGP is focused on helping its member countries deliver transformative changes that matter to citizens, through collaboration and the co-creation of policy commitments by governments and civil society organisations (CSOs).

However, in recent years, OGP has run up against two challenges: first, ensuring that a higher proportion of ambitious commitments in OGP National Action Plans (NAPs) are effectively implemented; and second, making sure that NAP commitments contribute to solving problems that citizens actually care about (Pradhan 2017). OGP is addressing these challenges in various ways, including through a still-in-development menu of support options for country-level reformers, and the recently expanded **Subnational Pioneers Program**. These innovations are promising, and may help pro-reform actors to leverage OGP to deliver changes that affect citizens' lives.

But many questions remain about how to most effectively help reformers, especially those working

at provincial, municipal and city levels, to leverage the OGP platform to tackle problems that matter in their own local contexts.

What does it mean, in practice, for local reformers to take a politically engaged, learning-focused, and adaptive approach to subnational governance reform, including through OGP? How would external actors, like OGP and its partners, support such an approach, and contribute to the emergence of contextual factors that promote success? And how might adaptive programming fit into and complement existing OGP processes, such as the NAP cycle and the Subnational Pioneers Program?

## The programme

The Learning to Make All Voices Count initiative (L-MAVC), a programme funded by Making All Voices Count (MAVC) and implemented in collaboration with Global Integrity, was an attempt to explore and address these questions. Global Integrity partnered with MAVC staff and six MAVC grantees in Tanzania, Kenya, South Africa, Indonesia, and the Philippines, to design and operationalise a participatory, learning-centred and adaptive programme management methodology that aimed to:

- help grantees strengthen citizen engagement with governance processes, and OGP, in their contexts; and
- generate evidence on how external actors – including OGP, donors and multilaterals, and practitioners – might accelerate the emergence of transformative governance reforms, including under the auspices of OGP.

Six projects were selected to participate in L-MAVC. All were led by CSOs with some knowledge of, and involvement with, OGP, and with experience in taking innovative, citizen-centred approaches to governance work.

**Grantee profiles**

Perkumplan Prakarsa (Indonesia), a thinktank based in Jakarta, intended to build an evidence base with which to support the inclusion and implementation of sound e-government commitments in policy processes, including the OGP NAP.

The Jesse Robredo Institute of Governance (JRIG – The Philippines), part of De La Salle University in Manila, aimed to work with regional universities, and support broader public awareness of, and engagement with, OGP policy processes.

The InciteGov / ANSA-EAP / ULAP team (the Philippines), a multi-stakeholder consortium of CSOs and local government officials, intended to strengthen subnational civil society and local stakeholder voices in OGP processes, by crafting a provincial level OGP action plan, and by broadening the participation of CSOs in the development of the national action plan.

The Constitution Reform and Education Consortium (CRECO – Kenya), a network of Kenyan CSOs working on human rights, governance and democracy issues, intended to support the implementation of OGP NAP commitments in two counties, and to support advocacy around OGP issues at national level.

The Tamasha / Oxfam team (Tanzania) brought together a grassroots CSO experienced in supporting community mobilisation and action on governance problems with an international organisation familiar with Tanzania's OGP experience. Their project intended to support more accountable governance at district level, through improving local awareness of OGP.

The Democratic Governance and Rights Unit (DGRU – South Africa), an applied research unit at the University of Cape Town, intended to support the implementation of an OGP NAP commitment focused on the provision of access to justice, and coordinate with other CSOs to collectively strengthen the influence of civil society on the OGP process in South Africa.

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## Learning from L-MAVC: how does effective localisation come about?

There is no blueprint for opening governance, or making OGP work for citizens. Political dynamics and power relationships – who has power, how that power is exercised, the incentives that shape behaviour – vary from place to place. Opening governance, including at the subnational level, is an iterative process of shaping those political dynamics, and rebalancing power (Burns and Worsley 2016; Booth and Faustino 2015; Ramalingam 2013; Valters, Cummings and Nixon 2016; Woolcock 2013). It therefore requires local actors to constantly learn about, and adapt to, the conditions of particular political contexts.

The L-MAVC projects demonstrate this point many times over. Each grantee began the programme aiming to strengthen citizen engagement with the OGP, and make government more responsive to the challenges local citizens face. As grantees learned

more about their contexts over the 12 months of L-MAVC, and adapted to emerging lessons, challenges and shocks, their strategies for pursuing their aims evolved substantially. To effectively localise OGP, and translate it into an initiative that helps subnational reformers tackle the pressing challenges they faced, grantees had to develop bespoke localisation approaches, or models. Over time, grantees tailored these models to fit the particular conditions of the local contexts in which they worked.

In developing and operationalising their own localisation models, grantees were able to help local pro-reform actors use OGP to more effectively strengthen the influence of citizens in subnational policymaking – including through shaping national-level policy processes. The experience of L-MAVC grantees strongly suggests that:

*effectively localising OGP requires developing and operationalising different approaches in different contexts.*

Table 1 describes some of the models used by L-MAVC grantees and sorts them into a rough typology based on the enabling factors present in particular contexts, the levels at which action took place, and the specific strategies grantees ultimately implemented. Key results achieved by grantees are also listed, though it is important to note the compressed time frame for these projects, which limits the extent to which we can, at this stage, capture impact. We can, however, explore whether and how grantees' work has affected the behaviour of the partners, beneficiaries, and policy-makers they attempted to influence, and whose engagement with open government and OGP they attempted to support. The micro-level outcomes described in the table may well pave the way for deeper, more transformative macro-level changes in the future.

These examples demonstrate the diversity of models that our partners developed throughout the L-MAVC programme to localise the OGP in their contexts. None of these models, nor the way in which they were operationalised, was completely in place when the programme started in September 2016. The specific strategies that the grantees used to put these models into practice changed – sometimes quite radically – over time, as they learned what worked, and what didn't, in their local contexts.

Note that the performance of these models is a direct result of how well tailored they were to the context in which they were developed. The Filipino models, for example, depended on the existence of a highly professionalised civil society and a highly institutionalised OGP process, among other factors. As such, it is likely that they would have been a poor fit in the districts where our Tanzanian partners worked.

Variations in contextual conditions from place to place, even within the same country, mean that none of the models described are, strictly speaking, replicable elsewhere. Nevertheless, the identification of these rough typologies of action is useful for two reasons:

1. The models present “ideal types” (Levy 2015) that can provide a basis for pro-reform actors working in other contexts to consider how they might use OGP to address local problems, given the conditions and characteristics of their particular systems.

The rough typology might help reformers reflect on which enabling factors are present in their local environments, and guide them in adapting and applying some of the models developed by L-MAVC grantees to fit their own contexts.

2. The experiences of grantees strongly suggest that learning and adaptation is important in governance processes, including with respect to OGP.

It is also important to highlight the influence of a specific enabling factor common to the Philippines and Indonesia: the presence of institutionalised multi-stakeholder OGP processes in those countries and, in particular, interest on the part of country-level OGP secretariats in broadening subnational citizen engagement in OGP. This enabling factor was crucial to the emergence of the localisation models developed and operationalised by InciteGov / ANSA-EAP and JRIG in the Philippines, and Prakarsa in Indonesia.

The multi-stakeholder national-level OGP secretariats in the Philippines and Indonesia have, in recent years, agreed on the importance of more robust subnational engagement in OGP (see Open Government Indonesia 2016 and Philippine OGP 2017). In the Philippines, this decision was expressed through an agreement to support the inclusion of subnational commitments in the national action plan (Versosa 2017) – a process that InciteGov / ANSA-EAP, through developing and operationalising their model of OGP localisation, supported in their project. The secretariat's interest in strengthening the participation of regionally based actors in OGP processes likewise facilitated JRIG's approach to localisation.

In Indonesia, the national secretariat also built subnational commitments into the national-level action plan (Open Government Indonesia 2016). These commitments – developed in a robust consultative process between civil society and government (Open Government Indonesia 2016) – piggybacked in part on the work of the OGP Subnational Pioneers in Bojonegoro, and provided an opening for the action research and advocacy undertaken by Prakarsa in their project.

The multi-stakeholder institutions governing OGP in these countries, and their interest in deepening the reach and inclusiveness of OGP processes, including at the subnational level, were instrumental to grantees' development and operationalisation of localisation models. The InciteGov consortium, JRIG, and Prakarsa each, in

Table 1. Localisation models in action

Model	National / subnational	Direction of action	Enabling factors	In action	Key results
<b>Info-mediaries enabling action (JRIG, Philippines)</b>	Subnational (regions)	Bottom-up	<ul style="list-style-type: none"> <li>• Highly institutionalised OGP process, including interest in subnational expansion</li> <li>• Presence of regional universities with strong links to local CSOs, LGUs, and citizens</li> <li>• Professionalised CSOs</li> <li>• Existing OGP NAP commitments</li> </ul>	<p>JRIG leveraged the existence of deeply rooted regional academic institutions, possessing strong links to local CSOs, governments and citizens, to bridge the gap between OGP NAP commitments and regional governance processes.</p> <p>JRIG recognised the potential, previously unrealised, influence of regional universities as infomediaries that could link subnational reformers – largely excluded from OGP processes in the Philippines to date – to the OGP. JRIG identified and recruited three such universities, brought them together with regional partners, developed online and offline knowledge products and services that could help those partners improve the quality of data made available under OGP commitments, and put that data to use to identify and tackle service delivery problems at the regional level.</p>	As a result of JRIG’s work, regional reformers from various sectors have worked together to identify key open government challenges in their own contexts, signed memoranda of agreement with one another, and are in the process of leveraging the tools and resources made available by JRIG to collaboratively improve regional public service delivery.
<b>Vertically integrated sandwich (InciteGov / ANSA-EAP / ULAP, Philippines)</b>	National and subnational (provinces, local government units)	Bottom-up and top-down (sandwich)	<ul style="list-style-type: none"> <li>• A highly institutionalised OGP process, including interest in subnational expansion</li> <li>• Professionalised CSOs</li> <li>• International reputational concerns</li> <li>• Subnational open government entrepreneurship</li> </ul>	<p>InciteGov / ANSA-EAP / ULAP leveraged the presence of a heavily institutionalised OGP process, robust civil society organisations, and reform-minded provincial leaders in the Philippines, taking a multi-level approach to localising OGP, and ensuring that priorities and preferences of reformers outside of Manila were incorporated into OGP processes.</p> <p>At national level, InciteGov drove the creation of a new, independent non-government OGP secretariat to strengthen the influence of regionally based CSOs in the national OGP Steering Committee, and improve the scope and depth of CSO engagement with OGP processes. InciteGov also led a successful advocacy campaign to maintain the country’s OGP membership.</p> <p>At provincial level, ANSA-EAP piloted a provincial participatory budgeting process with a view to demonstrating the benefits of participatory budgeting, creating an evidence base with which they mobilised other subnational actors around open government issues, and informing the national-level OGP process.</p> <p>At community level, ULAP presented the evidence gathered by ANSA-EAP to local government, and helped them consider how participatory budgeting processes and OGP might help them improve their delivery of public services.</p> <p>In this vertically integrated model (Aceron 2016) our partners combined top-down advocacy and coalition building with bottom-up participation to strengthen subnational participation in OGP and in government more broadly.</p>	<p>As noted, the consortium’s work contributed to the renewal of Philippines’ membership in the OGP, and to the creation of a civil society OGP Steering Committee.</p> <p>As a result of the work undertaken by ANSA-EAP and ULAP, budgeting processes in Bohol are more citizen-centred, and other provinces are in the process of considering how to adapt and apply similar processes to their contexts.</p> <p>The project also succeeded in supporting the incorporation of two subnational commitments – developed through consultations with provincial and local stakeholders – into the new NAP.</p>

<b>Subnational Evidence, National Advocacy (Prakarsa, Indonesia)</b>	Subnational (province, city, county) and national	Bottom-up	<ul style="list-style-type: none"> <li>• Highly institutionalised OGP process, including interest in subnational expansion</li> <li>• National-level policy commitments</li> <li>• Subnational open government entrepreneurship</li> </ul>	<p>Prakarsa took advantage of a combination of national-level commitments to pursue e-government and three subnational pioneers with deeply rooted track records on e-government to feed the perspectives of subnational stakeholders – citizens, CSOs and government officials – into policy design and implementation across Indonesia.</p> <p>Prakarsa identified three pioneering subnational districts that had carried out groundbreaking e-government reforms. They used participatory research techniques, involving local stakeholders from various sectors in those districts, to generate evidence and insights on the methods and effects of those reforms. Prakarsa then took a politically savvy approach – informed by power analysis – to sharing their research findings with key stakeholders at national level.</p>	<p>As a result of Prakarsa’s work, national policymakers are now incorporating Prakarsa’s findings into the development of plans to guide the design and implementation of national e-government policy across Indonesia, including with regard to OGP commitments.</p>
<b>Citizen-Generated Data + Multilevel Advocacy (CRECO, Kenya)</b>	Subnational (counties) and national	Bottom-up	<ul style="list-style-type: none"> <li>• National-level policy commitments</li> <li>• A legacy of community activism</li> </ul>	<p>CRECO leveraged OGP NAP commitments and a legacy of local activism to organise community members in two counties, investigate the county-level implementation of certain key commitments, and advocate for more effective implementation and better governance in counties and across Kenya.</p> <p>CRECO supported local committees in generating data on whether and how implementation of selected commitments was proceeding, and in identifying impediments to more successful implementation. CRECO then mobilised local partners to use the collected data, lobby local government officials, and encourage better implementation. CRECO also shared the collected data with key CSO partners and relevant government officials at the national level, with a view to building a coalition that could support more effective multi-stakeholder OGP processes in Kenya.</p>	<p>CRECO’s efforts have contributed to improvements in the extent to which citizens and CSOs in Makueni and Elgeyo Marakwet participate in, and engage with, OGP processes, and may lead to improvements in the county-level implementation of NAP commitments. These activities have also strengthened the capacity of local activists to coordinate and engage in local advocacy.</p> <p>CRECO has further supported the development of more coordinated CSO activism on OGP issues at the national level, and facilitated more cooperation between the state and civil society on national-level OGP processes. Their work may help provide a framework for more representative, participatory and relevant OGP processes in the future.</p>
<b>OGP as a Spur (Tamasha / Oxfam, Tanzania)</b>	Subnational (districts)	Bottom-up	<ul style="list-style-type: none"> <li>• National-level policy commitments</li> <li>• A legacy of community activism</li> <li>• Local governance structures</li> </ul>	<p>Tamasha / Oxfam leveraged the concept of OGP, the fact that Tanzania had made specific commitments as part of the OGP process, and a history of local activism to mobilise community youth and women at district level, broaden participation in local governance processes, and hold local officials accountable.</p> <p>Tamasha / Oxfam brought together groups of marginalised citizens and facilitated their exploration of whether and how local government officials had addressed (or failed to address) local problems linked to national OGP commitments. Tamasha / Oxfam then supported efforts to pressure local government officials, and develop and implement action plans for solving identified problems.</p>	<p>As a result of Tamasha / Oxfam’s work, youth and women are far more involved in the functioning of local village assemblies. In some wards, their participation and collective action has revealed cases of local officials misappropriating public funds, which they have now been forced to return. Some government officials have also acknowledged other issues – from land rights to militia violence – raised by the people’s committees supported by the project, and begun to work with them to address those issues.</p>

their own way, took advantage of the space provided by this factor to get more citizens involved in OGP, with a view to strengthening both:

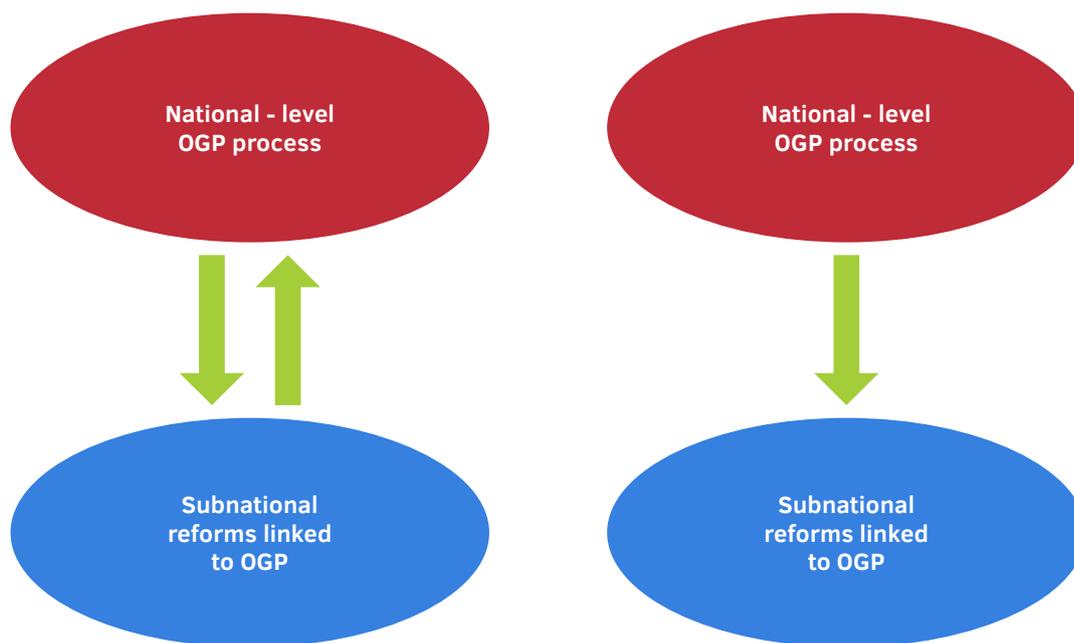
- the extent to which national OGP processes could help local citizens address problems that mattered in subnational contexts, and
- the extent to which subnational experiences informed national policy.

In other words, subnational reform efforts were folded into national OGP processes, in order to deepen OGP's country-wide impact, both subnationally and at national level.

Conversely, in Kenya and Tanzania (as well as South Africa), despite the presence of OGP subnational

pioneers, no formal government / civil society OGP secretariats exist (in fact, in Tanzania, the national government has not only withdrawn from OGP, but is also currently trying to shut down the subnational pilot in Kigoma; see Eyakuze 2017 for more). Further, national OGP commitments are not explicitly tied to specific subnational reforms (this also true in South Africa). As a result, the localisation models that L-MAVC grantees developed in these countries are much more about bringing national OGP to the people in their target districts, and using national action plan commitments to mobilise citizens around local priority issues. In these cases, national-level commitments influenced the development of subnational reform efforts, but not vice versa.

### Figures 1 and 2. Visualising the Influence of Institutionalised Multi-stakeholder Forums



To sum up, in countries with institutionalised multi-stakeholder forums, subnational reform efforts were expressed as national OGP commitments, with the effect of broadening and deepening participation in and the relevance of national action plans, as well as adding ballast to subnational reform efforts (Figure 1). In contrast, in countries without formal institutional OGP structures, grantees used OGP national action plans to mobilise and support subnational action.

This latter approach supported change at local level, including with reference to OGP, but did less to feed back into the design and implementation of national OGP processes (Figure 2). Future research examining the links between national OGP processes and subnational OGP work could shed additional light on whether and how multi-level OGP processes can more effectively combine to support transformative reform.

Grantees' models for localisation emerged only over time, as they worked with local stakeholders, explored their assumptions, learned about their environments, and made adjustments. By working iteratively and adaptively, grantees were able to revamp and fine tune their models, and effectively support meaningful citizen engagement in ways

that fit the enabling factors in each of their highly specific, complex contexts. Without opportunities for learning and adaptation, even had the broad contours of a potential model been clear, it is unlikely that grantees could have developed and implemented a strategy to effectively localise OGP.

## Supporting effective localisation? The implications of L-MAVC for OGP

As noted, OGP is currently engaged in various efforts to improve the support provided to its partners, including at subnational level, and to expand the scope and depth of citizen engagement with OGP processes in member countries. OGP and its partners may be able to build on and improve its ongoing efforts to support the emergence of effective localisation models in other contexts by applying the lessons from L-MAVC in three key ways:

1. expanding the provision of systematic learning and adaptation support to local OGP champions

Participation and multi-stakeholder collaboration are at the heart of the OGP model. The Subnational Pioneers Program in particular intends to help citizens and activists on the ground shape the ways that local governments function. The evidence in the L-MAVC cases, however, suggests that all too often, participation in OGP processes – even subnational processes – is still limited, featuring isolated government champions and at best, a few professional CSOs. This is not necessarily negative; the reformers who engage with OGP are often fiercely committed to improving government performance and addressing citizen concerns. But the narrow range of individuals, organisations and agencies that participate in OGP may limit the initiative's reach and impact.

L-MAVC grantees have all confronted this dilemma in their work. And they have, through structured, iterative processes of learning and adaptation, figured out how to broaden and / or deepen subnational citizen engagement with OGP in their individual contexts.

The evidence from L-MAVC suggests that pro-reform actors, including those at the subnational level, can benefit from structured, participatory learning journeys. The OGP Support Unit and its partners might therefore do well to expand the provision of this kind of data-driven, citizen-centred, reflective and adaptive learning support for local pro-reform actors working on OGP. Doing so could help local OGP champions more effectively engage with and shape power and political dynamics, respond to changes in context, incorporate emerging lessons into their ways of working as they go, and eventually, to develop their own OGP localisation models that fit their contexts.

2. providing more, and deeper, opportunities for structured comparative peer learning

The experience of the L-MAVC grantees demonstrates the value of comparative peer learning. If and when the adaptive programming described above, or some variant thereof, is put in place, providing opportunities for cross-context peer learning will be crucial. Peer learning is already fundamental to the way the OGP works. Structured exchanges would build on and enhance the support that the OGP already provides to its partners. Bringing together reformers who are tackling similar issues but applying different strategies, and working in different contexts, would provide opportunities to compare experiences, share lessons, troubleshoot challenges and generate insights. The evidence from the L-MAVC programme indicates that reflective learning exchanges can play an important role in helping

reformers uncover blind spots, develop new tactics and improve their effectiveness.

These exchanges could take the form of small, facilitated, in-person workshops in regional hubs and occur at regular intervals throughout action plan cycles, or on the sidelines of previously scheduled OGP meetings. Exchanges should focus on creating a shared community space in which participants can share, reflect and learn together over the course of their efforts to support the design and implementation of citizen-centred action plan commitments, rather than on promoting any particular approach to be applied across different contexts.

The systematic, participatory learning journeys described here, combined with regular opportunities for structured, comparative, peer learning, would mesh well with the existing OGP Subnational Program. A pilot undertaken with participation from a subset of pro-reform actors working in subnational districts could generate evidence, lessons and insights to inform the work of others leveraging OGP to drive progress on reform, and to help OGP and its partners discover how to provide even more useful support to open government champions in the future.

3. advocating more for the development of country-level OGP multi-stakeholder forums, and for the inclusion of subnational commitments in national action plans

Finally, the experience of L-MAVC suggests that OGP and its partners might strengthen the platform's effectiveness if they built on previous efforts to support multi-stakeholder collaboration (Velasco-Sanchez 2016), and do even more to advocate formalised, joint ownership of national-level OGP processes. This might mean more strongly encouraging and / or supporting the incorporation of multi-stakeholder forums –

featuring government and non-governmental representatives – to guide the development and implementation of national action plans. Such forums can, as demonstrated by those in the Philippines and Indonesia (and many other OGP countries), provide a wedge for strengthening subnational engagement in OGP.

Advocacy for these kinds of forums should, however, be undertaken very cautiously, and done in ways that fit the needs and respond to the interests of OGP reformers working in political contexts. Externally driven advocacy for joint ownership could, if done without appropriate sensitivity to local conditions, and without local ownership, result in the emergence of formal institutions that mimic the features of multi-stakeholder forums in other contexts, rather than in the development of institutions that actually support effective consultation and collaboration at country level (Pritchett, Woolcock and Andrews 2010).

Partners working in countries that already have institutionalised OGP processes might also do well to encourage the inclusion of subnational commitments in national action plans. Doing so may open up the potential for broadening and deepening the reach and relevance of reforms linked to OGP, as shown by the experience of L-MAVC grantees in Indonesia and the Philippines.

In exploring and possibly expanding the provision of the learning support described in this section, and in considering whether and how to support the effective institutionalisation of national / subnational OGP processes, OGP and its partners could help local champions solve local problems more effectively. In doing so, OGP and partners could accelerate progress towards closing implementation gaps, and over time, strengthen the transformative impact of OGP at both subnational and national levels.

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## About Making All Voices Count

Making All Voices Count is a programme working towards a world in which open, effective and participatory governance is the norm and not the exception. It focuses global attention on creative and cutting-edge solutions to transform the relationship between citizens and their governments. The programme is inspired by and supports the goals of the Open Government Partnership.

Making All Voices Count is supported by the UK Department for International Development (DFID), the US Agency for International Development (USAID), the Swedish International Development Cooperation Agency (SIDA) and the Omidyar Network, and is implemented by a consortium consisting of Hivos, IDS and Ushahidi.

## Research, Evidence and Learning component

The programme's Research, Evidence and Learning component, managed by IDS, contributes to improving performance and practice, and builds an evidence base in the field of citizen voice, government responsiveness, transparency and accountability (T&A) and technology for T&A (Tech4T&A).

## About Global Integrity

Global Integrity champions transparent and accountable governance around the world by producing innovative research and taking action to inform, connect, and empower civic, private, and public reformers seeking more open societies. Undergirding our work is the knowledge that governance reform is inherently political and complex, and that there are thus few, if any, cookie cutter solutions to governance-related challenges. As such, we acknowledge that any efforts to drive progress towards more open, accountable and effective governance must be led by local stakeholders, navigating and shaping the political dynamics in their own particular contexts.

We support local stakeholders, including both government and civil society, with our assistance in putting adaptive learning – a structured, data-driven, problem-focused and iterative approach to learning by doing, which engages with local political realities while drawing on experiences from elsewhere – at the heart of their efforts to design and implement effective governance reforms. This helps reformers close the gaps between policy commitments and implementation and contributes to better governance and development outcomes. Further, we seek to support and enhance the effectiveness of other key players in the governance arena by sharing the insights generated from our innovative and exploratory work with local partners.

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