



## **EVALUATION OF THE OPEN DATA FOR DEVELOPMENT PROGRAM**

Final report v 2.0

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**TABLE OF CONTENTS**

Table of contents .....	2
List of Tables .....	4
List of Figures .....	4
List of Boxes .....	4
Executive Summary.....	5
Evaluation Question 1 - Program Results.....	6
Evaluation Question 2 – Program Design.....	10
Evaluation Question 3 - Program Management.....	10
Evaluation Question 4 – Policy Influence.....	11
Evaluation Question 5 – Incorporation of Gender Outcomes.....	11
Main recommendations.....	12
1. Program description and purpose of the evaluation .....	16
Purpose of the evaluation .....	18
2. Methodology.....	20
2.1 Review of the literature .....	20
2.2 Data gathering: Interviews .....	20
2.3 Data gathering: Documents.....	22
2.4 Key kick-off and wrap-up meetings .....	22
2.5 Analysis.....	22
2.6 Limitations.....	23
3. Findings and Analysis .....	25
3.1 EQ1 - Program Results.....	25
Additional findings on program results.....	34
Recommendations and opportunities related to program results.....	37
3.2 EQ2 - Program Design.....	37
Discussion of preliminary findings .....	38
Recommendations and opportunities related to the OD4D programme design .....	41
3.3 EQ3 – Program Management.....	42
Discussion of preliminary findings .....	43
Recommendations and opportunities related to program management.....	44
3.4 EQ4 - Policy incidence .....	45
Discussion of preliminary findings .....	46
Recommendations and opportunities related to policy incidence.....	47
3.5 EQ5 – Gender .....	48

Discussion of preliminary findings .....	48
Recommendations and opportunities related to Gender .....	49
4. Cross-Cutting Programmatic Issues.....	51
4.1 OD4D network (structure, management).....	51
4.2 Institutional capacity.....	52
4.3 Partnerships .....	53
4.4 Openness – how ‘Open’ is the OD4D program? .....	54
4.5 OD4D in the wider context of the Data Revolution for Sustainable Development .....	55
5. Main Programmatic Recommendations .....	57
5.1 OD4D: greater emphasis on the right side of the OD4D equation .....	57
5.2 Reticulating OD4D: towards an expanded network vision for OD4D .....	57
5.3 Build capacity for gender-purposeful programming.....	60
5.4 Invest in strategic partnerships.....	60
5.5 Greater engagement with the D4D community.....	61
5.6 Support OD intermediaries .....	62
5.7 Place knowledge management at the core of OD4D implementation processes .....	63
Annex I: Operational definitions .....	65
Annex II: Assessment framework.....	67
Annex III: List of informants interviewed .....	74
Annex IV: Interview script for partner/grantee .....	76
Annex V: Interview script for external stakeholders .....	79
Annex VI: Interview script for program staff / donors .....	82
Annex VII: Partners/projects list .....	85
Annex VIII: Products list .....	92
Annex IX: Sustainability .....	100
Annex X: Bibliography and web resources .....	103
Annex XI: Evaluators short bios.....	133

## LIST OF TABLES

Table 1: OD4D projects and objectives.....	18
Table 2: Number of interviews .....	21
Table 3: Main Products (by Activities types).....	27
Table 4: Main Products by geographic domain .....	27
Table 5: List of OD4D expected results and achieved indicators.....	30
Table 6: Comparison and mapping of Outcomes and Results in the OD4D program document .....	31
Table 7: Assessment of outcome achievement .....	32
Table 8: Distribution of evaluative components.....	67
Table 9: Component 1: results .....	69
Table 10: Component 2: program design .....	70
Table 11: Component 3: program management .....	71
Table 12: Component 4: policy incidence .....	72
Table 13: Component 5: gender .....	73
Table 14: Informants interviewed.....	75
Table 15: List of partners and projects .....	91
Table 16: List of products.....	99

## LIST OF FIGURES

Figure 1: The OD4D Ecosystem .....	16
Figure 2: Participants in IODC16 Madrid .....	35
Figure 3: Graphical representation of OD4D Theory of Change.....	41
Figure 4: OD4D Network representation .....	51
Figure 5: Types of network architecture.....	59

## LIST OF BOXES

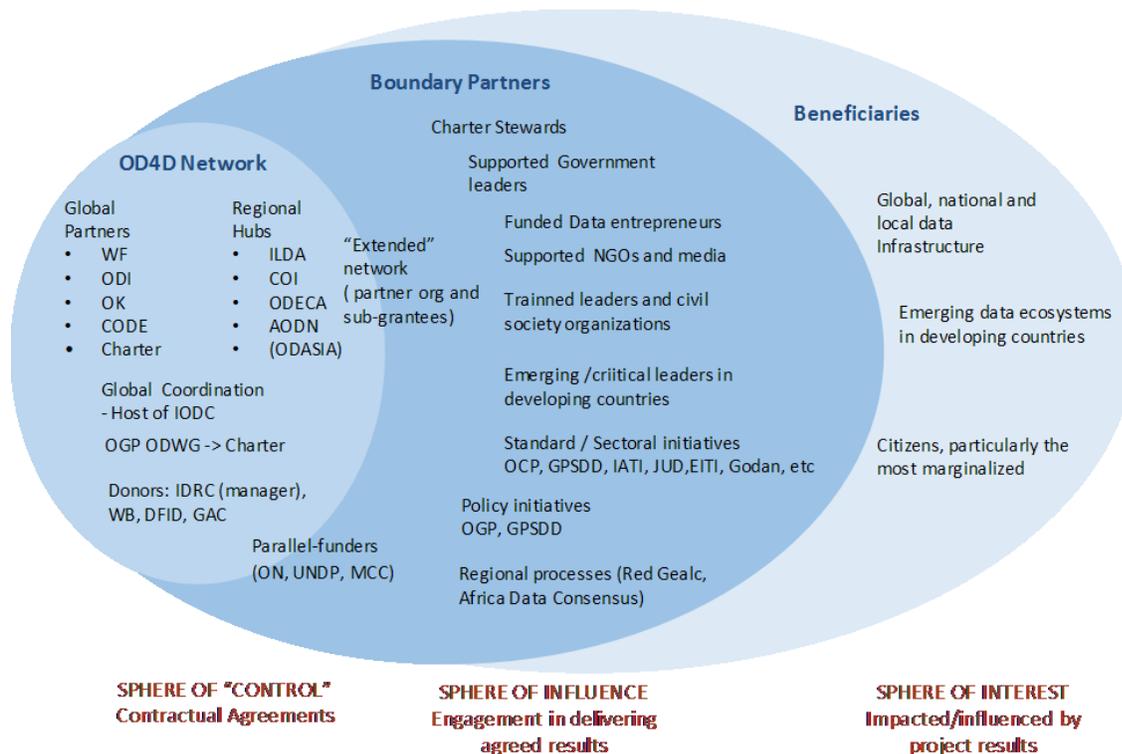
Box 1: Key findings on the program results .....	25
Box 2: Key findings on the program design .....	38
Box 3: Key findings on the program management .....	42
Box 4: Key findings on policy incidence .....	45
Box 5: Key findings on gender.....	48

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## EXECUTIVE SUMMARY

The Open Data for Development (OD4D) program is a global partnership to drive up both the availability of quality open data as well as its use by actors in government, civil society and the business sector, to advance public interests and improve peoples’ lives. The evaluation assessed the first phase of the program, extending from January 2015 until March 2017, funded by the International Development Research Centre (IDRC), the World Bank, Global Affairs Canada, and the UK’s Department for International Development (DFID). During this time, the OD4D program supported the work of over 50 organizations from all continents on open data-related policies, standards, datasets, innovations and research. The evaluation also included the work of the Partnership on Open Data (POD), carried out by the Open Data Institute (ODI) and Open Knowledge International (OKI) from September 2013 until December 2014, and funded by the World Bank. The POD merged into the OD4D program in 2015.

The OD4D ecosystem comprises a large and diverse set of actors and initiatives, as represented by the figure below.



The evaluation focuses on both accountability and learning. The primary intention of the evaluation is to provide accountability to the program's management and organizational governance structures for program results. In addition, it reflects upon OD4D’s implementation

in order to inform future programming on open data for development themes. The process was guided by five evaluative questions, on (1) Results, (2) Design, (3) Management, (4) Policy and (5) Gender. The evaluation report addresses these five topics, and additionally refers to some cross-cutting issues which were identified during the process. The analysis is completed with a brief propositional final sections with key recommendations for the upcoming new phase of the program.

The methodology was based on the following:

- Review of the literature about the state of open data for development and related fields (open development, open government).
- Participation/observance in the 2016 International Open Data Conference (IODC16) event in Madrid and its related pre/side events.
- In depth interviews with (i) partners/grantees; (ii) stakeholders external to the program<sup>1</sup> and (iii) program donors/managers. Separate scripts/questionnaires were used, tailored to each group. In all, some 40 informants were interviewed (over half being in the first category).
- Review of documentation related to the program (circa 150 documents) and other program related information resources (mostly institutional webs).
- Analysis: descriptive, discursive (expectations vs. occurrence) and on the theoretical foundations (to reflect on basis of Theory of Change).
- Findings presentations (in Ottawa and Washington) to the program team, partners/stakeholder and donors, to gain further insights and incorporate feedback into the final report.

### **Evaluation Question 1 - Program Results**

*Referred to the generation/achievement of the program's results, in terms of products (outputs) and outcomes.*

Overall, the evaluation found that the program has made critical contributions to advancing the open data (OD) field, and of OD for development, through the results obtained in a relatively short time span (less than 3 years for most of the program partners and grantees).

The program both created, or made substantial contributions to, various initiatives that resulted in a large number of products, diversified by geographical domain and type (tools, standards, policy-support, regional hubs/networks, research, events, etc.). The following table contains the

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<sup>1</sup> These are experts in the topic who were not directly involved in the work of the program.

main initiatives and interventions, and provides a glimpse at the outputs achieved by the program.

Contribution to Global Initiatives	Regional Initiatives <sup>2</sup>	National & Sub-National Interventions
<ul style="list-style-type: none"> <li>- Open Data Charter</li> <li>- IODC15 &amp; 16 (OD Roadmap)</li> <li>- Open Data Leaders Network</li> <li>- OGP Open Data Working Group</li> <li>- School of Data (Southern expansion)</li> <li>- OD Barometer</li> <li>- OD Index</li> <li>- OD Impact Map</li> <li>- Research (ODDC, OD Research Network/Symposia)</li> <li>- Contribution to sector initiatives                             <ul style="list-style-type: none"> <li>- Global Open Data for Agriculture and Nutrition (GODAN), International Aid Transparency Initiative (IATI), Open Cities, Open Contracting, National Statistics (OD Watch), etc.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>- Latin America Open Data Initiative (ILDA) (Condatos, Abrelatam)</li> <li>- COI (Developing the Caribbean)</li> <li>- Open Data in East Europe and Central Asia (ODECA) (ODECA Conference, Challenges)</li> <li>- Africa Open Data Network (AODN) (Africa OD Conference)</li> <li>- OD Middle East and North Africa (MENA) (recently underway)</li> <li>- Francophone Africa network (in planning)</li> <li>- Open Jakarta Labs (OD Asia 2020)</li> <li>- Training, knowledge sharing, regional reports</li> </ul>	<ul style="list-style-type: none"> <li>- Technical support to Govts (Tanzania, Burkina Faso, Philippines, Serbia, Peru, El Salvador, etc.) and civil servant training</li> <li>- Civil society organization (CSO) training</li> <li>- Research (nationally targeted)</li> <li>- Innovations, such as:                             <ul style="list-style-type: none"> <li>- Edo Agrihub (Nigeria)</li> <li>- ATuServicio.org (Uruguay)</li> <li>- PiMaa (Uganda)</li> <li>- Cuidando do Meu Bairro (S.P., Brazil)</li> </ul> </li> </ul>

All the quantitative indicators formulated in the program document were met or exceeded, as shown in the next table.

Results formulation	Indicators		
	Baseline	Planned (Dec 2016)	Achieved Mar 2017

<sup>2</sup> Refers to regional hubs/networks (which are outputs in themselves), the key regional outputs they provided or were instrumental for, and other regional outputs.

	(end 2014)		
R1 Consolidated OD4D multi-stakeholder regional initiatives	2	5	5
R2 Significant OD4D contributions to advance global sectorial efforts (e.g. open data for agriculture, cities)	0	8	8
R3 Governments that received significant support to improve the quality and ambition of open data plans and their implementation	0	14	14
R4 Public servants who have received online and offline training and peer support	0	200	844
R5 OD4D contributions to standards and applications that significantly scale impact in developing countries (in at least 3 countries)	0	8	5 + 14 pilots
R6 People from CSOs that participate in OD4D training and capacity building activities (limited to people in developing countries)	0	500	1031
R7 Developing countries tracked on the state of open data supply and use	50	50	115 Barometer 94 Index
R8 High-quality evaluations on targeted open data initiatives <sup>3</sup>	2	12	23
R9 Direct and indirect funds to implement global and regional OD4D strategy (\$ million US)	6M	10M	10.1M direct 4.8M indirect

There was satisfactory progress in the eight program outcomes, although in a comparative basis the two more directly related to the demand-side of open data appeared to generate lesser effects (or induced changes) than the others. The color scheme in the following table indicates: (i) dark green – high achievement; (ii) green – adequate achievement; (iii) light green, adequate achievement but with lesser effects, in relation to the others. The column in the right identifies key expressions of the Outcome achievements.

<sup>3</sup> These refer to works published in peer-reviewed outlets

Program Outcomes	Key expressions
<b>O1 Development of regional and global collaborative action plans guide future efforts from donors, governments, private sector, and civil society.</b>	Open Data Charter. IODC16 Roadmap. Regional Hubs. African OD Conference. Condatos/AbreLatam
<b>O3 New policies and practices adopted by governments in low and middle-income countries that strengthen the open data ecosystem in these countries.</b>	Direct support to various governments on policy and frameworks (Tanzania, Burkina Faso, Serbia, Philippines, Peru, El Salvador, etc.).
<b>O4 Skills development in civil society organizations, governments and the private sector in participating countries.</b>	Extensive training in many countries (e.g. OD camps and challenges). School of Data. ODLN activities.
<b>O6 Robust cross-country comparisons enable open data benchmarking within settings and regions.</b>	OD Index. OD Barometer. OD Impact Map.
<b>O7 Well documented evidence of the impact of open data initiatives on development enable the widespread sharing of good practices.</b>	Significant exploration of deployment of OD initiatives: case studies, OD Research Network, some regional studies (LAC). More limited exploration of impact/transformation potential of OD for development.
<b>O8 Demonstration of effectiveness of the coalition behind OD4D attracts new funders making it the partner of choice on open data for development issues.</b>	New funding mobilized. Uncertain picture on major new donors.
<b>O2 Adaptation and reuse of OD applications that stimulate socio-economic impacts.</b>	Growing but still limited number of apps with national usefulness, lack of systematic appraisal on their impact.
<b>O5 Increasingly coordinated and networked development initiatives built on open data standards.</b>	(similar to O2). Examples: GODAN. Contracting, Africa OD Collaborative Fund, microgrants in Africa, OD and cities in Latin America. Little productive networking (collaborative work). Limited effectiveness of knowledge management.

Among the points for attention regarding program results, the following are highlighted:

- Most results have been on the supply-side of OD; there is a need to increase demand-side results (so less emphasis on the OD and more on the 4D).
- More research needed on: (i) enabling conditions for successful OD development use; (ii) impact measurement; (iii) OD transformational potential.
- Challenges in uncovering new donors and funding.
- Need to clarify relationship with the OD Charter, and OD4D's role in its implementation.

### **Evaluation Question 2 – Program Design**

*Referred to how the program design and elements thereof were conducive to achieving the intended results, and their influence on the sustainability of the results.*

The evaluation found the OD4D design to be appropriate at a time when there was a significant void in terms of OD and especially in terms of OD for development. The OD4D program was able to set the wheels in motion in a complex context and without a clear blueprint on OD for development. Much of the work of the program was aimed at capacity building and institutional weaving, which showed satisfactory results, even considering that both aspects require a longer time than the short program period to achieve maximum results. A decentralized approach that fostered actions by enabling regional hubs, as well as global and national projects, proved a successful means to create a global momentum and to raise global awareness on the need to put in motion OD4D strategies, programs and projects. The design was conducive to results achievement, although with diminishing with granularity; i.e., prioritizing leaders vs. OD intermediaries; global products (agenda, tools, events) vs. OD-based local solutions or evidence to support introducing OD innovations. The theory of change, reformatted in 2015 to serve until 2020, was purposeful and logical. However, it may be sensible to re-examine it early on the next program phase as (i) the OD field evolves, (ii) the OD4D community becomes more aware of complementarities and capacities, and (iii) there is a drive to increase the work on its demand-side.

### **Evaluation Question 3 - Program Management**

*Referred to how the OD4D program team managed the implementation of the program, their contributions to achieving expected results and the adequacy of choices made during implementation.*

Overall, the evaluation found that the OD4D program was effectively implemented, due mainly to the widely-recognized personal dedication of the program management team. The meaningful involvement by donors and partners in program governance was also a positive factor that aided the implementation, including the appropriate decision to incorporate the POD which proved

beneficial to all parties. The flexibility exercised in program management was coherent with the program design, given the novelty of the field and the sizable, intense, and diverse OD4D community. However, it was also observed that management resources appeared severely stretched for a program of this size and complexity, which likely affected adversely certain aspects of the implementation including (i) knowledge management (including actionable program data and reporting), (ii) gender-productive outcomes and (iii) a sense of community and networked social capital.

#### **Evaluation Question 4 – Policy Influence**

*Referred to the extent to which the OD4D program has been relevant to advance OD policies and influenced agenda setting.*

One of the most notable successes of the OD4D program has been to firmly put the idea of OD in the global public agenda and to stimulate governments to join or at least to interact with the OD global community. In that sense, the program has helped instill a notion of ‘no-turning-back’ when it comes to openness for public data. A variety of channels supported by OD4D (partnerships, norms/protocols, research, metrics, events, datasets, etc.) have contributed to raise awareness for policy-makers about OD, leading to political commitment and reflected in new laws and regulations, open data portals, and evolving standards for transparency and accountability. The OD Charter and its principles are rapidly being adopted just over a year after being developed, a major policy achievement. Success is more mixed, though, when putting these policies into practice to obtain impacts on development progress, particularly for the poorest and the marginalised – evidence is still scarce on this front. Much more work (including research) needs to be done to solidify the policy-to-practice links for OD and development.

#### **Evaluation Question 5 – Gender**

*Referred to the incorporation of gender analysis and gender sensitive outcomes into the programming, and how it could be addressed in future initiatives.*

The OD4D program did not achieve significant progress in terms of gender-sensitive programming. In terms of female participation in the program, there was a noticeable presence of women among partners, grantees (e.g. in trainings) or as participants in the IODC conferences (which provides a window into the larger OD community). While a large share of the evaluation informants manifested interest in gender-meaningful actions/results, they seldom incorporated gender issues into their work, and expressed limited understanding on how to do so. There was a lack of results showing how open data can contribute to gender equity and women’s empowerment. A section of the key recommendations indicates some possible avenues to address these shortcomings.

### OD4D evaluation: cross cutting issues

- **Networking.** OD4D presents itself as a program and a network. The program design/implementation were strongly influenced by a networking outlook, most evident in the regionalization approach (regional hubs). Yet OD4D more resembles an ecosystem architecture and functionality, since it lacks a clear network strategy, and network effects occur spontaneously but are not sought/planned.
- **Institutional capacity.** The issue of developing institutional capacity for the sustainability of the program (one of the OD4D program objectives) was examined at three levels, highlighting next where focus is needed:
  - Project management (IDRC) – towards cohesiveness and a sense of common purpose;
  - Partners – to weave their capacities via productive connections/collaborations
  - Regional hubs – strengthening their networking capacities, facilitating inter-regional collaborations.
- **Partnerships.** The OD landscape is complex, and actors in it here are often involved in a variety of initiatives. Branding is important for OD4D to project a differentiated sense of purpose and identity. Also, to be attractive for new prospective partners and donors (and remain attractive to the ones already in). Strategic partnerships are key to build fertile ground for OD and can be key for sustainability; at the same time, they need to be clearly identified and require special care/efforts.
- **The Openness of OD4D.** The OD4D program should be open as a matter of intellectual coherence, and because it contributes to its effectiveness and efficiencies. The 1<sup>st</sup> phase was fairly open, especially regarding the access to program resources (e.g. tools, etc.) and about participation. To extend openness further, improved knowledge management and communications are key, along with expanded internal collaboration.
- **OD4D and the ‘Data Revolution’ for Sustainable Development.** The challenge of relying on evidence to achieve the Sustainable Development Goals (SDGs) goes well beyond OD. There are still major gaps in developmentally-actionable data that is reliable and comprehensive. National Statistics Offices (NSOs) are still the ‘guardians of the vault’ in this regard. The program promoted contacts between the OD and NSO communities in its second year, but much more work is required in the next years to place OD as a core component of this Data Revolution.

### Main recommendations

- A. **Greater emphasis on the 4D of OD4D.** Most OD4D program results have hinged on the ‘supply-side’ of OD, although there has been shifting weight to the ‘demand-side’ along its

implementation period. It is now recommended to place priority on the demand or ‘for development’ (4D) side of the OD4D equation, in order to produce more evidence of the impact of OD on development as well as facilitating the conditions for the use and applicability of OD. This includes increasing the work from a sectorial approach.

- B. To expand (and define) the network vision of OD4D.** The OD4D program has had a networked orientation from the start, as shown for example in the regional hubs. But it lacked clear guidance and strategy about networking, thus functioning more as an ecosystem with largely sporadic, unsystematic collaborations. The next phase of the program could improve its performance and extend its reach by formulating and implementing an explicit network strategy. Its main purpose would be the generation of network effects (i.e., positive benefits of direct/indirect interactions among nodes), articulated by the program objectives (or outcomes). Such a strategy, developed in participatory fashion among the partners, would be applicable both for overall program management as well as for guiding/promoting collaborative capacities for the partners and at the regional hubs and other sub-networks (e.g. The Open Data Leaders Network). The position of a network manager could be introduced into the program team to help implement the network strategy.
- C. Greater engagement with the D4D community.** The Data for Development (D4D) movement is picking up momentum and incorporating ever more organizations, as could be seen in the 1<sup>st</sup> UN World Data Forum celebrated in January of this year in Johannesburg. One way of increasing the development outcomes of OD would be by trying to ‘inoculate’ openness within the D4D movement. In essence, OD4D would seek to lead the ‘open branch’ of the larger D4D sphere. Three possible lines of actions could facilitate this: (i) establishing a close relationship with National Statistics Offices (NSOs), as indicated earlier; (ii) working to promote data capacities (not just on OD) to increase partnerships/legitimacy for OD4D actors while indirectly applying openness in the wider D4D community; and (iii) engaging with other developmentally-relevant data intensive fields, like Big Data, Internet of Things and Smart Cities.
- D. Investing in strategic partnerships.** As the program moves into a new phase, there are some specific partnerships that could prove particularly valuable for OD4D’s outcomes, as well as coherent with an expanded networking approach. It is recommended to invest special efforts in the following three:
- a. (i) Open Data Charter. OD4D had a major contribution in creating it, and now it is acquiring an organizational framework of its own. It would be advisable to establish complementary and collaborative tasks, avoiding overlap and competition for scarce resources.

- b. (ii) Open Government Partnership (OGP). OGP is institutionally close to governments, and OD4D has already supported its OD Working Group (ODWG). As the governance of ODWG is reviewed, it could open the doors for an even more productive relationship.
  - c. (iii) Global Partnership for Sustainable Development Data (GPSDD). This is a relatively new initiative, emerging perhaps as the main global forum in the D4D field. A symbiotic relationship could open the door for OD4D to plan a leading role in advocating for openness within the D4D.
- E. **Focus on OD intermediaries.** The evaluation observed that end users (*micro level*) were quite difficult to reach for the program. Our research also showed the success of engaging and building the capacity of collectives that bridge the needs of the underserved with the actors that can address them (*macro level*). Setting as a priority the support for OD intermediaries (*meso level*) can bring much more capillarity to program outcomes (in effect widely extending the overall network), and would move the program further in the direction of the demand-side, as was raised earlier. These intermediaries include (data) journalists, openness activists, data advocates, hacktivists and grassroots networks.
- F. **Gender as an operational OD4D priority.** It was earlier noted that the OD4D was not successful in gender-sensitive outcomes and programming, and that this appears to be a common feature of many technology-related development initiatives. To address these shortcomings, it is recommended to carry out a specific project to build gender-analysis capacities among the OD4D actors and deliver concrete gender outcomes. Such a project could (i) use existing gender resources within the OD4D network, (ii) develop tools to routinely perform gender analysis in project design/implementation/monitoring, and (iii) be run by an organization (or a network) with proven expertise in gender and data/ICT. The results would likely have utility in the larger D4D environment (e.g. within the GPSDD), and not just for the OD4D community itself.
- G. **Knowledge management at the core of the OD4D network.** The key underlying process for most major institutional development networks is knowledge management (KM). Regardless of the specific KM methodologies chosen and constituent elements identified (knowledge generation, dissemination, absorption, etc.), KM is essentially about getting the right knowledge to the right person at the right time. The OD4D network produced considerable knowledge assets (alongside information, and, of course, data), but the evaluation found no systematic approach to collecting/curating/circulating knowledge assets. It would be beneficial for the next phase of the OD4D program to formulate a KM strategy, including among other measures (i) how information/documentation is provided by program

stakeholders, (ii) a communications platform which enable knowledge exchange among stakeholders (e.g. on new activities, soliciting collaboration, posting research pieces, etc.), (iii) a web site that serve as the information showcase for external communications, (iv) ‘toolkitting’, i.e. providing a set of tools, applications, guides and other useful resources for OD usage; (v) training and other educational materials, and (v) activities aimed at technical outreach (webinars, seminars, lectures, competitions, awards).

## 1. PROGRAM DESCRIPTION AND PURPOSE OF THE EVALUATION

*Data or content is open if anyone is free to use, re-use or redistribute it, subject at most to measures that preserve provenance and openness. As such, open data serves to unlock the potential of official and other information to enable new services, and can help to improve human development conditions and to make government and society work better.*

Definition of open data - from the Open Government Data Toolkit (World Bank). <sup>4</sup>,

The OD4D program is a global partnership to drive up both the availability of quality open data as well as its use by actors in government, civil society and the business sector, to advance public interests and improves peoples’ lives. The program is funded by IDRC, the World Bank, Global Affairs Canada and UK DFID, and supports the work of over 50 organizations from all continents on OD-related policies, standards, solutions, innovations and research. The OD4D ecosystem comprises a large and diverse set of actors and initiatives, as represented in fig. 1.

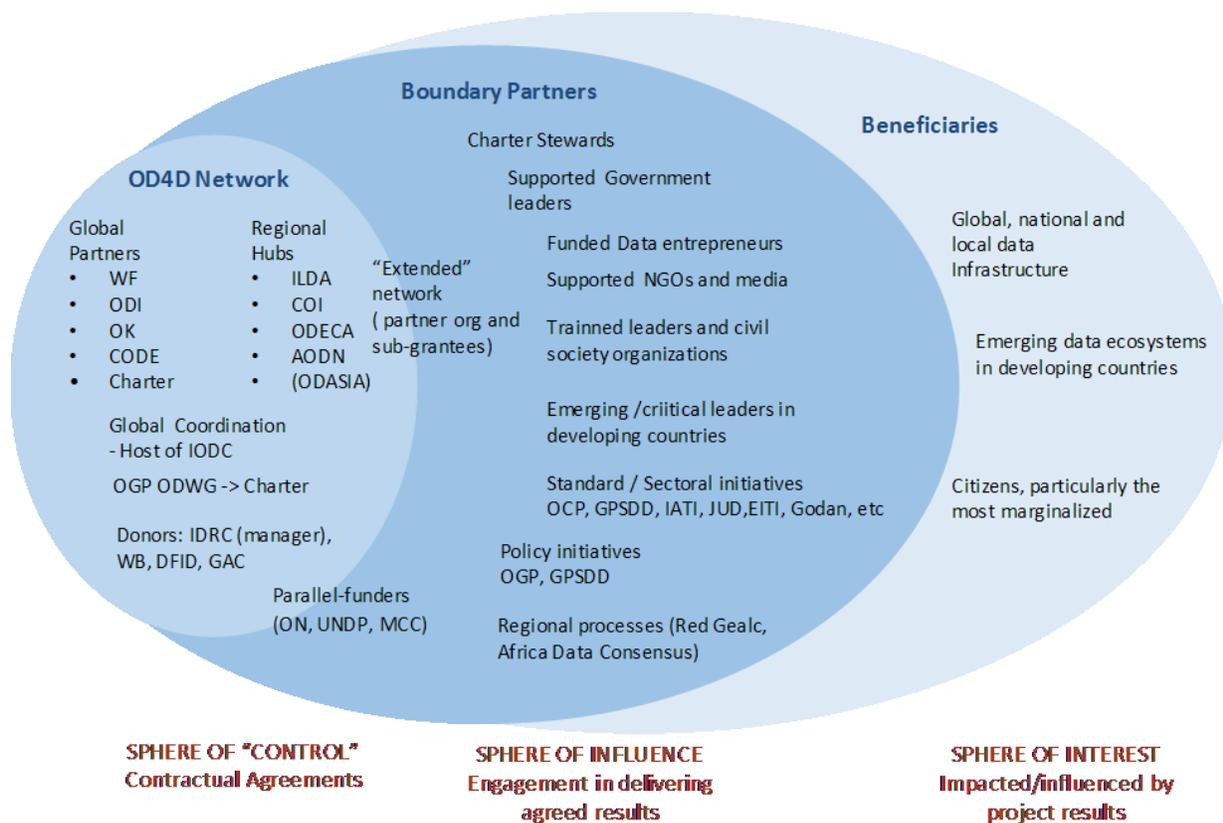


Figure 1: The OD4D Ecosystem

<sup>4</sup> Definition of open data from the Open Government Data Toolkit (World Bank), <http://opendatatoolkit.worldbank.org/en/essentials.html>

Source: OD4D program management

Work under the OD4D program stems out of an earlier IDRC project, ‘From Data to Development: Exploring the Emerging Impact of Open Govt Data in Developing Countries’, which started in December of 2012, and went on until Dec 2015. Overall, there were five projects supported by the OD4D program, plus the actions of the Partnership on Open Data in 2014, as detailed in Table 1.

Project title, n <sup>o</sup> & duration	Principle Objectives	Recipients	Amount (CAD)	Regions /Countries
<b>From Data to Development: Exploring the Emerging Impact of Open Govt Data in Developing Countries</b>  <b>107075</b>  <b>Dec 2012 – 36 mos.</b> (closed)	Build a research network that generates evidence on the efficacy of open data to inform strategies in developing countries  Generate foundation of academic work on the emerging impacts of OD interventions, and their affecting factors.  Generate relevant policy and practice findings  Build the capacity of researchers to explore emerging impacts of open data and related issues.	WF	1.977.100  400,000 apportioned for OD4D	Argentina; Brazil; Uruguay;  India; Nepal; Philippines;  Nigeria; South Africa  Global
<b>Harnessing OD to Achieve Development Results in LAC</b>  <b>107574</b>  <b>Feb 2014 – 30 mos.</b> (closed)	Strengthen the accountability and legitimacy of public institutions, improve public services, and fuel economic growth initially in LAC, later extended to developing countries in Africa and Asia through the INASSA supplement, through research and innovation on open data initiatives.	ECLAC Fundación Avina OAS UWI WF	2.542.700	Latin America  The Caribbean  Africa  Asia
<b>Strengthening the evidence-base for open government in developing countries</b>  <b>107722</b>  <b>Feb 2014 – 29 mos.</b> (closed?)	Enhance accountability, efficiency, and economic opportunities in dev countries thru OGD initiatives.  Support Open Data Working Group of OGP (incl Gov and CS) to implement OD initiatives in developing countries;  Support IODC2015 in Canada  Generate lessons from the OGP planning, implementation and evaluation process to improve open data commitments and implementation.	IDRC WF Hivos	1.887.554	Global

<b>Global Partnership on Open Data for Development</b>  <b>107895</b>  <b>Feb 2015 – 25 mos.</b>	Scale innovative approaches and strengthen coordination amongst open data initiatives  Build the capacity of developing countries to formulate and implement open data policies;  Support the development of OD standards, deploy applications and explore effective use of OD in developing countries  Support countries in Eastern Europe and Central Asia to identify priorities and coordinate OD efforts	OKF ODI WF UNDP - Europe CIS	4.226.848	LAC Africa Asia Eastern Europe Europe
<b>Measuring the supply, use and impact of open data</b>  <b>108347</b>  <b>Jun 2016 – 18 mos.</b>	Prepare new edition of the Open Data Barometer  Improve and expand the Open Data Impact Map  Participation of OD leaders in IODC2016, conference reports	WF CODE Civica Digital Mexico	524.900	Global

*Table 1: OD4D projects and objectives*

## Purpose of the evaluation

This report presents the results of an external evaluation conducted by a team of two independent consultants (see brief bio references in Annex X) during a period of October 2016 – May 2017. The evaluation focused on both accountability and learning. The primary intention of the evaluation was to provide accountability to the program's management and organizational governance structures for program results. The dual nature of the evaluative exercise is summarized as:

*Accountability* – to assess the program results (in terms of outputs and outcomes) and their relevance, sustainability and efficiency, including unintended results (positive or negative).

*Learning* - to inform the design and implementation of future programming on open data for development themes, with specific attention on gender programming and policy engagement (which comprise two of the five evaluation questions), as well as program-wide, cross-cutting considerations.

The scope of the evaluation encompasses the whole OD4D program, from September 2013 through March 2017<sup>5</sup>. It includes projects funded under the Partnership on Open Data in 2014, supported by the World Bank and formally incorporated into OD4D in January 2015. The evaluation coincides with the end of the OD4D Action Plan for 2014/2016, and the end of the World Bank’s Development Grant Facility’s 3-year contribution to the program.

The primary users of this evaluation will be donor partner organizations and program staff. Other users will be OD4D grantees and partners; stakeholders in the larger OD4D community; informants consulted during evaluative process. The evaluation report will be publicly available as per IDRC’s open access policy.

The evaluation design was informed by the following considerations:

- The OD4D program document was the main reference against which program results and experiences were contrasted.
- The five evaluation question (EQ) topics, related to (1) Results, (2) Design, (3) Management, (4) Policy and (5) Gender, formulated in the RfP as reflected in section 3 on ‘Findings and Analysis’, served as the primary guide for the evaluative assessment of the program. The questions were translated into five evaluation components (incorporating complementary questions/sub-questions), which conform the evaluation’s assessment (or analytical) framework, as reflected in Annex III. Each of these sub-sections (3.1, 3.2, etc.) included the discussions of findings and a brief set of recommendations/opportunities related to each EQ.
- The evaluation design also identified a set of cross-cutting issues deemed relevant to the program and which could not be adequately addressed by any single evaluative question. They refer to (i) the OD4D network, (ii) Institutional Capacity, (iii) Partnerships, (iv) Openness of the OD4D program, and (v) the OD4D program in the context of the Data Revolution for Development. These are discussed in section 4.
- The evaluation contains a brief propositive section at the end with key recommendations (section 5) distilled from issues noted/raised previously in the text, for the consideration of program management since OD4D’s outlook is projected until 2020.

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<sup>5</sup> The formal end of the program was 31 Dec 2016, but activities have continued since then.

## 2. METHODOLOGY

To perform our evaluation of the OD4D program we proceeded in three main stages: review of the literature and exploration of the field of open data for development, data gathering on the OD4D program and its activity, and the final analysis of the program.

### 2.1 Review of the literature

We have reviewed three main bodies of literature to both measure the state of the question of open data for development as to provide the theoretical framework in which the program is embedded:

- Open Access, Open Development<sup>6</sup>: to cover the general concept of access to knowledge as a driver of transformation and development.
- Open Data<sup>7</sup>: to cover the essence of open data, its main definitions and schools of thought, the way open data works.
- Open Government<sup>8</sup>: to cover the main actor in open data and the theory of change between the relationship of open access and open data for better, more transparent, more accountable, more participatory government, and its impact in the quality of democracy.

In the respective footnotes, we feature the list of references considered. To which we should add some other references specifically on Open Data for Development, which have been treated both in the review of the literature as, most of the times, outcomes of the program itself.

### 2.2 Data gathering: Interviews

Interviews to important actors for the program took place from October 2016 to March 2017, starting during the International Open Data Conference 2016 in Madrid (IODC2016). When possible, meetings took place face-to-face, switching to videoconference for matters of convenience or sheer possibility<sup>9</sup>.

In total 40 interviews were carried out, including three types of actors:

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<sup>6</sup> <http://bit.ly/24hE01W>

<sup>7</sup> <http://bit.ly/2oSbR7N>

<sup>8</sup> <http://bit.ly/2oOHBeg>

<sup>9</sup> A minority of the interviews had to be completed via e-mail due to time or unforeseen constraints.

- Partners and grantees: people that both individually or representing an organization took part in the design and/or deployment of the program, most of the times by executing a budget allocated to their own projects.
- Stakeholders: including researchers, non-profit leaders, policy makers, international/multilateral agencies management or consultants, among others, active in the field of open data for development.
- Members of IDRC’s OD4D program management team, other people from IDRC and donors: people that directly led or managed the program or its general framework.

<b>Interviews</b>	<b>Total</b>
Grantees	26
Stakeholders	8
Program managers/donors	7
<b>Total</b>	<b>41</b>

*Table 2: Number of interviews*

Three different questionnaires for the three previous types of actors were prepared to conduct semi-structured interviews. The main sections or axis around which the interviews spun were as follows:

- Results of the OD4D program
  - Outputs
  - Outcomes and contribution to general objectives/impacts of the program
- On the design of the OD4D Program Design
  - Design of the program.
  - Participation: design and execution of the projects.
  - Impact and contribution to the general impact of the program.
- Program management and implementation
  - Governance and management of the program
  - Networks: creation, management and knowledge management
- Policy
  - Incidence in Open Data policies (national/international)
  - Relation to development policies/agenda (e.g. SDGs)
- Gender
  - Explicit aspects in the design and execution of projects
  - Explicit and implicit achievements.
- Forecast and next steps both in the program and in the field of OD4D

### 2.3 Data gathering: Documents

A set of circa 150 documents were also analyzed following a similar pattern to that used for the interviews. We mostly used four kinds of documents:

- Plans: documents preparing the development of the program or specific projects, like designs, outlines, blueprints, drafts, etc.
- Reports: documents providing evidence or analysis of the program and projects, like technical reports, evaluation reports, minutes of meetings, etc.
- Outputs: documents that were, themselves, the result of the execution of the program and projects, like research papers, toolkits, training resources, etc.
- Dissemination outlets: documents to raise awareness on the program or project itself (not the field of OD4D), like event reports, websites, social networking sites accounts, etc.

### 2.4 Key kick-off and wrap-up meetings

To sense the state of the field, the evaluators attended the International Open Data Conference 2016 (IODC2016) in October 2016 Madrid. The IODC2016 scheduled a set of collateral events, the first one of which, the OD4D Summit, served as a tacit kick-off meeting of the evaluation process. Besides this side-event and the IODC2016 full conference itself, the evaluators also attended the Open Cities Summit and the Research Symposium, which helped to glance the state of the question, map the main live topics, the most important trends for the nearer future and, as it has been stated, to celebrate the first round of interviews.

A set of wrap-up meetings were celebrated in Ottawa in April 2016. These meetings included a session with the OD4D Program team, the OD4D Program donors, the main OD4D Program partners, the Networked Economies program team, and IDRC's Evaluation Unit. During these meetings, a preliminary version of the evaluation report was presented to check information and ask for feedback on specific issues.

During the whole evaluation process between September 2016 and May 2017 the evaluation team celebrated several work meetings with the OD4D Program team.

### 2.5 Analysis

For our analysis, we followed two main approaches.

On the one hand, we performed a descriptive and discursive analysis that compared the purpose of the project, its design and expected results with the evidence that the interviews and documents provided. For the general program and associated projects, we devoted especial attention to:

- Description and design of the program and projects, internal coherence of goals, scope and reach, identification of agents involved.
- Quality and self-assessment: existence of scoreboards or other measuring devices to monitor and evaluate the deployment and execution of the projects, as feed-backing elements to improve their design.
- Activities: list of tasks, levels of action (macro, meso, micro), meta-projects to scaffold the main activities.
- Products/Outputs: expected, actual, contribution to global.
- Outcomes: expected, actual, contribution to global.
- Impact: expected, actual, contribution to global.
- Gender: strategies (explicit and implicit) and results.
- Research: theoretical review and contribution, evidence raised, relationship with program

This more formal analysis was complemented by considerations upon the theoretical foundations of the program, mainly used to review the theory of change and the impact of the program at the systemic level.

We use some concepts and tools used in Actor-Network theory (Latour, 2005, 2011; Mezzolla Pedersen, 2011; Heeks & Seo-Zindy, 2013; Thapa, 2014) and Structuration theory (Giddens, 1984; DeSanctis & Poole, 1994; Parvez, 2006; Peña-López, 2017), enriched with some other concepts and tools from network analysis (Granovetter, 1973; Seidman, 1983; Barabási, 2002; Hearn & Mendizabal, 2011; Nascimbeni, 2012; Acevedo et al, 2015).

## **2.6 Limitations**

The evaluators are confident on the quality of the information gathered and how it allowed to answer the questions for the assessment and evaluation of the OD4D program. The quantity and diversity of the informants, the large volume of material gathered through documents and the possibility to explore the environments of the program by attending events or meeting with stakeholders provided almost everything that was needed to perform our task.

There were however three limitations that challenged the ability to perform some analysis and should be mentioned, even if they did not preclude our research from being adequately carried out.

Firstly, the lack of a coherent and consistent reporting strategy. Templates were not generally used to structure and write reports, which made the interpretation more difficult. This led to randomly missing information on authors, dates (of authorship, period coverage) and most importantly lack of systematic addressing of the core issues of the OD4D program (activities, outputs, outcomes, impact, relationship with ToC, etc.). Comparisons were thus challenging both at the longitudinal level (along the evolution of a given project) as well as at the horizontal level (across projects, organizations). Together with program data being manually acquired and presented (i.e. seemingly outside standard program management systems) in manual, this led to slowing down the research and possibly leaving out some relevant information.

Secondly, the evaluative parameters related to program performance were the source of some confusion. There were many used in program documentation (objectives, activity groups, activities, outcomes, results, impacts, outputs, products, deliverables, principles) and some of their meanings appeared ambiguous, even changing at times. For example, ‘outputs’ only appeared explicitly in the 2015 Annual Report as part of the new theory of change (ToC), and the ‘outcomes’ changed from the program document to the ToC in the 2015 Annual Report. Moreover, quantitative indicators were only provided for the ‘results’ category, but these ‘results’ did not a precise reference - they seemed related to the ‘outcomes’ and mapped roughly, though not exactly, to them. It would have been desirable to have less parameters which were consistent throughout all program documentation. The Findings sections attempts to provide a simple picture of program performance by (i) focusing only on a few key parameters, (ii) providing quantitative and qualitative assessments as befitting to the available data, and (ii) showing relations between parameters (e.g. ‘results’ and ‘activities’) to help the reader in interpreting the program architecture.

Thirdly, it was not possible to obtain the data required to perform a network analysis for the OD4D network, which would have allowed us to map and characterize it more accurately. We run a survey to explore the institutional relationships between the significant nodes of the network. Only 13 responses were obtained, which is not sufficiently representative of the network domain. To avail itself of a proper network diagnosis, it would be recommendable for the program to integrate such analysis as part of its monitoring practices. We are at any rate sympathetic about some of the targeted entities/individuals experiencing an excess of reporting and information requests (including for the evaluation) in the last few months.

### 3. FINDINGS AND ANALYSIS

#### 3.1 EQ1 - Program Results

*The evaluation assessed the generation/achievement of the program’s results, in terms of Products (Outputs) and Outcomes. This component is central to the accountability dimension of the evaluation. The evaluative questions addressed were: (i) What were the outputs and outcomes of the OD4D program?; (ii) To what extent did the program achieve its intended outcomes?; (iii) What were the significant unintended results, whether positive or negative?.*<sup>10</sup>

##### **Key findings**

- ***Large number of products (outputs), diversified by geographical coverage and type (tools, standards, policy-support, research, events, etc., given the short program span***
- ***Meeting or exceeding expectations in the results of the program document with associate indicators***
- ***Satisfactory advances in the initially formulated outcomes, with those related to the demand side of OD (O2, O5) generating comparatively lesser effects than the others***
- ***Overall, the program has made critical contributions to advancing the OD field (as part of the wider trend towards Open Development environments)***

*Box 1: Key findings on the program results*

One of the characteristics of the OD4D program is its comprehensive nature. As can be seen in the following boxes and tables which lay out the program’s production, there are few (if any) significant aspects related to the harnessing of Open Data for human development which are not included. Moreover, its work covered global, regional and national domains.

#### **OD4D Products**

Table 3 identifies the main products generated directly through program support or with a significant program contribution, organized by the Activity types defined in the OD4D program document<sup>11</sup>. The overall set of products is significant, quantitatively and qualitatively, for a 2-year span, even when also considering the work of the World Bank-supported Partnership on

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<sup>10</sup> In the sections related to evaluation questions (EQs), a short paragraph is placed directly underneath the section heading (in italics) that summarizes how the EQ was framed in the RfP and any related subsequent guidance provided by program management.

<sup>11</sup> The Activity types are labelled with a letter, to avoid any confusion with the numbered Outcomes

Open Data (POD) during 2014 involving ODI and OKI. Table 4 shows the main products organized by geographic level (global, regional, national)<sup>12</sup>. A full list of Products is provided in annex V.

<b>Activities</b> <b>2015-2016</b>	<b>Key Products</b>	<b>Related Projects<sup>13</sup></b>
A. Identifying regional priorities	Regional events and agenda setting workshops: (i) Condatos (2 editions); (ii) Developing the Caribbean (2 editions); (iii) 1 <sup>st</sup> Africa Open Data Conference; (iv) OD regional meeting in Istanbul; (v) 2020 OD in Asia strategy,	<b>107574</b>
B. Building a Global Open Data agenda	<ul style="list-style-type: none"> <li>● Open Data Charter</li> <li>● IODC (Ottawa '15; Madrid '16), and related Roadmaps</li> </ul>	<b>107722, 108347</b>
C. Creating government peer networks	<ul style="list-style-type: none"> <li>● ODI Open Data Leaders Network (including sub-regions, e.g. ECA)</li> <li>● OGP Open Data Working Group</li> <li>● Red GeALC OD Working Group</li> </ul>	<b>107574, 107722</b>
D. Provide technical assistance to governments	<ul style="list-style-type: none"> <li>● Tanzania, Macedonia, Burkina Faso (ODI),</li> <li>● Serbia &amp; Kyrgyzstan (ODECA)</li> <li>● Liberia, Philippines (OGP ODWG)</li> <li>● Peru, El Salvador, Guatemala (ILDA)</li> </ul>	<b>107574, 107075, 107895</b>
E. Training of public servants	<ul style="list-style-type: none"> <li>● Various training activities from ODI, ILDA and ODECA</li> <li>● Open Data Leaders Summit</li> </ul>	<b>107574, 107075, 107895</b>
F. Adapting and Replicating Solutions	<ul style="list-style-type: none"> <li>● ILDA and COI Interventions</li> <li>● Africa Open Data Collaborative Fund (OKF)</li> <li>● ODI Challenges</li> </ul>	<b>107574, 107895,</b>
G. Contributing to the adoption of Open Data Standards	<ul style="list-style-type: none"> <li>● Data Packages for Anti-Corruption and Agriculture (Global Open Data for Agriculture and Nutrition /ODI, Open Contracting/Charter)</li> <li>● Open Data Standards Day and IATI Meetings in Ottawa</li> </ul>	<b>107895</b>

<sup>12</sup> There is some small amount of work done at the municipal level as well, e.g. the initiative in Sao Paulo (Brazil) to promote local civic participation (Cuidando Do Meu Bairro).

<sup>13</sup> This is a best estimation based on project content

H. Training Civil Society and Data Users	<ul style="list-style-type: none"> <li>● School of Data (fellowships to developing countries)</li> <li>● Data Journalism in Eastern Europe</li> <li>● IODC's 'Un-Conferences' (ODI)</li> </ul>	<b>107895</b>
I. Evaluating open data efforts	<ul style="list-style-type: none"> <li>● Peer-reviewed academic publications and reports (about 30)</li> <li>● Open Data Research Symposia (IODCs)</li> </ul>	<b>107075</b>
J. Tracking the state of open data around the world	<ul style="list-style-type: none"> <li>● Open Data Barometer</li> <li>● Open Data Index</li> <li>● Open Data Impact Map</li> <li>● Africa Data Report</li> </ul>	<b>107895, 108347</b>
K. Building Regional Initiatives	<ul style="list-style-type: none"> <li>● Caribbean Open Data Initiative (COI)</li> <li>● Latin America Open Data Initiative (ILDA)</li> <li>● Africa Open Data Network (AODN)</li> <li>● Open Data in East Europe and Central Asia (ODECA)</li> <li>● Open Data in Middle East and North Africa (OD MENA)</li> </ul>	<b>107574, 107075, 107895,</b>

Table 3: Main Products (by Activities types)

Contributions to Global Initiatives	Regional Initiatives <sup>14</sup>	National and Sub-National Interventions
<ul style="list-style-type: none"> <li>- Open Data Charter</li> <li>- IODC15 &amp; 16 (OD Roadmap)</li> <li>- Open Data Leaders Network</li> <li>- OGP Open Data Working Group</li> <li>- School of Data (Southern expansion)</li> <li>- OD Barometer</li> <li>- OD Index</li> <li>- OD Impact Map</li> <li>- Research (ODDC, OD Research Network/Symposia)</li> <li>- Collaboration with sector initiatives: GODAN, IATI, Open Cities, Open Contracting, National Statistics (OD Watch), etc.</li> </ul>	<ul style="list-style-type: none"> <li>- ILDA (Condatos, Abrelatam)</li> <li>- COI (Developing the Caribbean)</li> <li>- ODECA (ODECA Conference, Challenges)</li> <li>- AODN (Africa OD Conference)</li> <li>- OD MENA (recently underway)</li> <li>- Francophone Africa network (in planning)</li> <li>- Open Jakarta Labs (OD Asia 2020)</li> <li>- Training, knowledge sharing, regional reports</li> </ul>	<ul style="list-style-type: none"> <li>- Technical support to Govts (Tanzania, Burkina Faso, Philippines, Serbia, Peru, El Salvador, etc.) and civil servant training</li> <li>- CSO training</li> <li>- Research (nationally targeted)</li> <li>- Innovations, such as:                             <ul style="list-style-type: none"> <li>● Edo Agrihub (Nigeria)</li> <li>● ATuServicio.org (Uruguay)</li> <li>● PiMaa (Uganda)</li> <li>● Cuidando do Meu Bairro (S.P., Brazil)</li> </ul> </li> </ul>

Table 4: Main Products by geographic domain

<sup>14</sup> Refers to regional hubs/networks (which are outputs in themselves), the key regional outputs they provided or were instrumental for, and other regional outputs.

## OD4D Outcomes

The OD4D program document lists the following outcomes<sup>15</sup>:

- O1. Development of regional and global collaborative action plans guide future efforts from donors, governments, private sector, and civil society.
- O2. Adaptation and reuse of open data applications that stimulate socio-economic impacts.
- O3. New policies and practices adopted by governments in low and middle-income countries that strengthen the open data eco-system in these countries.
- O4. Skills development in civil society organizations, governments and the private sector in participating countries.
- O5. Increasingly coordinated and networked development initiatives built on open data standards.
- O6. Robust cross-country comparisons enable open data benchmarking within settings and regions.
- O7. Well documented evidence of the impact of open data initiatives on development enable the widespread sharing of good practices.
- O8. Demonstration of effectiveness of the coalition behind OD4D attracts new funders making it the partner of choice on open data for development issues.

The OD4D program document contained no outcome indicators, but it lists a set of Results with associated indicator values (OD4D program document, p. 14). We start then by checking the achievement of these Results, since it is possible to provide a quantitative assessment. Table 5 shows the Results and its expected and achieved indicators.

Taking into account activities extended up until end of March 2017 (3 months after the formal program end-date), the data reported shows that the indicators were met or exceeded in all categories. A column of Activity types (the ones from Table 3) has been added for ease of reference, since they are used in various reports (e.g. the 2015 Annual Report) when discussing program progress and achievements.

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<sup>15</sup> They were later modified and simplified, leading to the five outcomes in the Theory of Change described in the 2015 Annual Report (p. 39).

Expected results	Activity type	INDICATORS <sup>16</sup>				
		Baseline	Planned Dec 2015	Achieved Dec 2015	Planned Dec 2016	Achieved Mar 2017
R1 Consolidated OD4D multi-stakeholder regional initiatives (there were two initiatives by Dec 2014: COI and ILDA)	A - identifying regional priorities K - building and consolidating regional initiatives	2	3	3	5	5
R2 Significant OD4D contributions to advance global sectorial efforts (e.g. open data for agriculture, cities)	G - contribution to the adoption of open data standards and good practices	0	4	5	8	8
R3 Governments that received significant support to improve the quality and ambition of open data plans and their implementation	D - provide technical assistance to governments	0	3	7	9	14
R4 Public servants who have received online and offline training and peer support	C - creating a government leaders network E - training of public servants	0	200	702	200	844
R5 OD4D contributions to standards and applications that significantly scale impact in developing countries (in at least 3 countries)	F - replicating best of breed solutions (scaling od4d apps)	0	4	1 + 7 in progress	8	5 + 13 in progress
R6 People from CSOs that participate in OD4D training and capacity building activities (limited to people in developing countries)	H - training civil society and data users	0	100	362	500	1031
R7 Developing countries tracked on the state of open data supply and use	J - tracking the state of open data around the world	50	50	86 Bar 97 Index	50	115 Barometer

<sup>16</sup> The 2015 OD4D Annual Report introduced changes in the indicators related to results R3, R4 and R6, to take into account results from work by ODI and OKI under the POD in 2014, before merging into OD4D (see 2015 Annual Report, annex A). These changes do not significantly alter the indicators picture, and are not shown in the table for simplicity and consistency (i.e., to continue to base performance references to the original program document, as is done throughout the evaluation report). The work supported by POD in 2014 is included elsewhere across the evaluation findings and analysis.

						94 Index
R8 High-quality evaluations on targeted open data initiatives <sup>17</sup>	I - evaluating strategic open data efforts	2	8	11	12	23
R9 Direct and indirect funds to implement global and regional OD4D strategy (\$ million US)	K -building and consolidating regional initiatives	6M	8M	9.95M	12M	10,1M direct 4,8M indirect

*Table 5: List of OD4D expected results and achieved indicators*

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<sup>17</sup> These refer to works published in peer-reviewed outlets

To explore the coherence between the stated Outcomes and the above Results, mapping was done between these two program element categories. Table 6 shows that they map well, most of the time on a 1-to-1 basis (one Result per Outcome). The Results-to-Outcomes relations are considered when assessing the outcomes below:

Outcomes	Results
O1 Development of regional and global collaborative action plans guide future efforts from donors, governments, private sector, and civil society.	R1 Consolidated OD4D multi-stakeholder regional initiatives (there will be two initiatives by Dec 2014: COI and ILDA)
O2 Adaptation and reuse of open data applications that stimulate socio-economic impacts.	R5 OD4D contributions to standards and applications that significantly scale impact in developing countries (at least 3 countries)
O3 New policies and practices adopted by governments in low and middle-income countries that strengthen the open data eco-system in these countries.	R3 Governments that received significant support to improve the quality and ambition of open data plans and their implementation
O4 Skills development in civil society organizations, governments and the private sector in participating countries.	R4 Public servants who have received online and offline training and peer support  R6 People from CSOs that participate in OD4D training and capacity building activities (limited to people in developing countries)
O5 Increasingly coordinated and networked development initiatives built on open data standards.	R2 Significant OD4D contributions to advance global sectorial efforts (e.g. open data for agriculture, cities)  R5 (partially) OD4D contributions to standards and applications that significantly scale impact in developing countries (at least 3 countries)
O6 Robust cross-country comparisons enable open data benchmarking within settings and regions.	R7 Developing countries tracked on the state of open data supply and use
O7 Well documented evidence of the impact of open data initiatives on development enable the widespread sharing of good practices.	R8 High-quality evaluations on targeted open data initiatives
O8 Demonstration of effectiveness of the coalition behind OD4D attracts new funders making it the partner of choice on open data for development issues.	R9 Direct and indirect funds to implement global and regional OD4D strategy (\$ million US)

*Table 6: Comparison and mapping of Outcomes and Results in the OD4D program document*

In terms of the assessment of Outcomes achievement, the evidence indicates that there has been significant progress overall, particularly given the relative early stage in the Open Data field together with the short implementation time of the program. While the outcomes achievements (and the related results above) clearly cannot be fully attributed to the OD4D alone, as was mentioned when discussing the main products at the start of this section, the specific

results/products shown in this report have all had a significant (if not primordial) program contribution in their generation.

The expectations were met for all outcomes (referring back to the Results-to-Outcome mapping), but it is useful to characterize their achievements (or effects) in a comparative way to provide a more meaningful qualitative assessment. For that purpose, a 3-level scale was used, color-coded and visualized in Table 7. The colors indicate: (i) dark green – high achievement; (ii) basic green – adequate achievement; (iii) light green, more limited achievements, in relation to the others. The column in the right highlights key expressions of the Outcome achievements.

Outcome	Key manifestations
<b>O1 Development of regional and global collaborative action plans guide future efforts from donors, governments, private sector, and civil society.</b>	Open Data Charter. IODC16 Roadmap. Regional Hubs. African OD Conference. Condatos/AbreLatam
<b>O3 New policies and practices adopted by governments in low and middle-income countries that strengthen the open data eco-system in these countries.</b>	Direct support to various governments on policy and frameworks (Tanzania, Burkina Faso, Serbia, Philippines, Peru, El Salvador, etc.).
<b>O4 Skills development in civil society organizations, governments and the private sector in participating countries.</b>	Extensive training in many countries (e.g. OD camps and challenges). School of Data. ODLN activities.
<b>O6 Robust cross-country comparisons enable open data benchmarking within settings and regions.</b>	OD Index. OD Barometer. OD Impact Map.
<b>O7 Well documented evidence of the impact of open data initiatives on development enable the widespread sharing of good practices.</b>	Significant exploration of deployment of OD initiatives: case studies, OD Research Network, some regional studies (LAC). More limited exploration of impact/transformation potential of OD for development.
<b>O8 Demonstration of effectiveness of the coalition behind OD4D attracts new funders making it the partner of choice on open data for development issues.</b>	New funding mobilized. Uncertain picture on major new donors.
<b>O2 Adaptation and reuse of OD applications that stimulate socio-economic impacts.</b>	Growing but still limited number of apps with national usefulness, lack of systematic appraisal on their impact.
<b>O5 Increasingly coordinated and networked development initiatives built on open data standards.</b>	(similar to O2). Examples: GODAN. Contracting, Africa OD Collaborative Fund, microgrants in Africa, OD and cities in Latin America. Little productive networking (collaborative work). Limited effectiveness of knowledge management.

*Table 7: Assessment of outcome achievement*

The first group of outcomes (O1, O3, O4, O6) has clearly exceeded what was expected at the outset of program implementation. The work on OD standards and agenda-setting shows substantial progress, the program has supported numerous instances of capacity development for government and civil society actors and instruments that provide quantitative and qualitative reference on the extent of OD readiness and adoption have improved over successive versions and become the de-facto standard reference in the field.

The second group (O7, O8) are found to have made acceptable progress. Research that explores (i) conditions that favor OD adoption, and (ii) OD contributions to the larger development agenda, has increased significantly, but arguably still needs to extend much more to lend effective contributions to policy-making. Moreover, while significant funding was mobilized (particularly in parallel contributions, such as for IODC16 which was largely financed by the Spanish Government), there have been challenges in attracting new funding for a new possible phase of the program.

The third group, (O2, O5) still performed well (e.g. if looking at the earlier Results indicators), but are found to lag somewhat behind the other lines of work in terms of their actual effects in the OD field. Both Outcomes refers to the expansion and scaling of OD-driven innovations/initiatives to help solve development challenges, particularly as one of the three impact areas identified in the program document was *'improved well-being of the poorest and most marginalized'*<sup>18</sup>. While it is clearly too soon to appraise the degrees of impact derived from the program<sup>19</sup>, the type, number and targets of the actions undertaken do not show a clear prospect of achieving significant changes on real-life development conditions/problems. In other words, they do not seem to affect the demand-side of OD for development in a substantial manner/scale (compared to, for example, the work carried out on OD agenda-setting or capacity-building). This is probably due, in turn, to the design of the program, for two reasons. One is that much of OD4D work gravitated on the supply-side of OD, understandable at the early stages of a new field, and far from being unnecessary yet. Two, that the volume of work needed to make a visible imprint on the demand side probably would exceed by far the possibilities (time, budget) of a program like OD4D.

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<sup>18</sup> The three impact areas were stated as:

- o I1: increased transparency and accountability of governments
- o I2: enhanced innovation, service delivery and economic development
- o I3: improved well-being of the poorest and most marginalized

<sup>19</sup> This is the reason why the evaluation has not considered impact as an evaluative parameter.

### ***Additional findings on program results***

The regional hubs are particularly important and potentially transformative. Latin America is the most active developing region on OD, and ILDA has helped to support this dynamic environment, though the internal synergies among its members (OAS, Fundación Avina and ECLAC) may have decreased in 2016. The formation of the COI was an appropriate response to specific sub-regional realities in the Caribbean and the low priority given to it by ILDA's partners. ODECA was a productive hub in providing resources via its affiliated national UNDP offices and other organizations to reach government entities and CSOs with scarce funding. The OD Lab in Jakarta generated a network instrumental in devising the OD Asia 2020 Strategy.

Both conferences, IODC '15 and '16, were among the most highly valued results by most informants, and could be considered both as outputs as well as outcomes. They have served as a point of global contact for people working on a range of aspects of a new topic such as OD. IODC16 in Madrid attracted some 1700 people, as shown in Figure 2: Participants in IODC16 Madrid. The side and pre-events, such as the OD Research Symposium, were particularly well regarded. IODC16 in Madrid incorporated learnings from the Ottawa event, e.g. a sizable participation of representatives from National Statistical Offices (NSO) and a greater focus on Africa (including bringing in more African government representatives). One informant noted that "*IDRC punched way above its weight with the IODCs*", which the evaluation takes in a positive connotation. There were also some criticisms, such as the low participation of development actors (or 'D-types', vs. the 'OD types') - "*...too many evangelists talking to each other*", commented one informant. Also, some people objected to the first IODC Roadmap not being truly participatory, leading to a lower sense of ownership towards it (and thus to more challenges in its implementation. The IODC16 Roadmap seems to have amended this, bringing a wider cohort of program actors into its design and validation. its implementation.

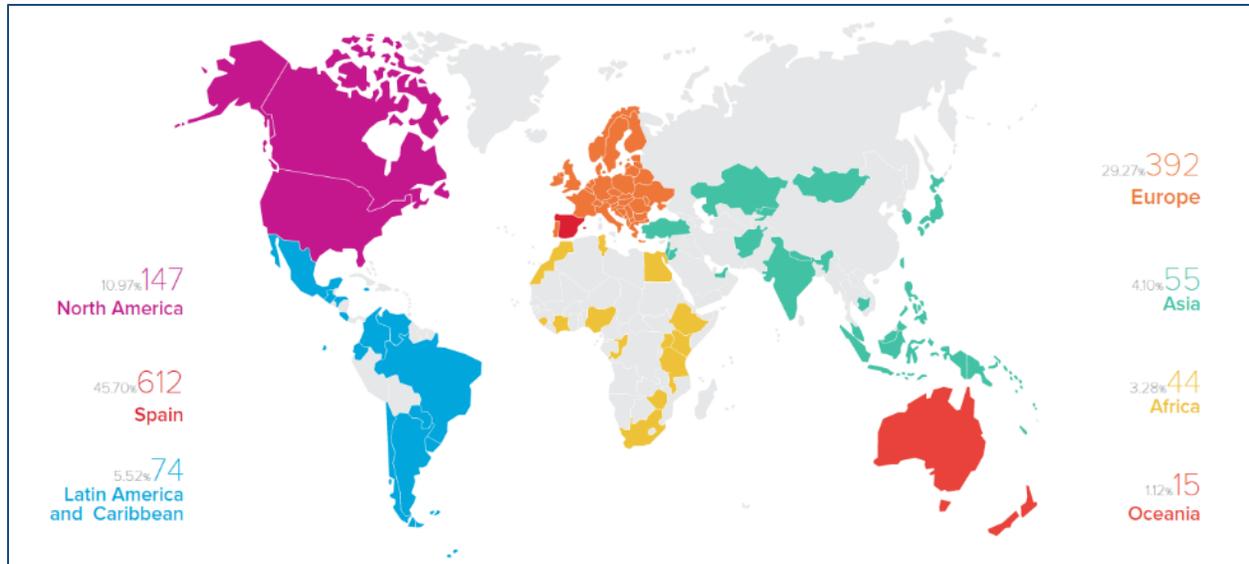


Figure 2: Participants in IODC16 Madrid  
 Source: IODC16 Report and Roadmap

OD4D’s research production is significant and serves to differentiate the program from other initiatives (this is a characteristic IDRC imprint). The field of OD is new and will require for some time a strong push for knowledge generation. The research has leaned toward the exploratory and policy-oriented side, for instance via case studies<sup>20</sup>. OD4D-sponsored research has spread to countries in all regions, and the state of the deployment/development of OD initiatives has been widely covered. However, various informants expressed that while academic, statistically-robust work is always welcome, many OD actors are more interested in learning about the conditions that enable successes or lead to failure in OD actions. In this regard, the consensus is that there is still much work to do on measuring the impact or the transformation potential of OD4D. There is a lack of tools for institutional guidance on what works and how OD can be harnessed, especially for (a) empowerment and development issues and (b) for specific socio-economic sectors. One possibly little-regarded benefit of OD4D’ network character is the spread of methodological standards like the Common Assessment Framework for OD led by NYU’s GovLab and WF, providing among other benefits a uniform and thus comparable structure for OD case studies.

In relation to funding, preliminary data indicates that total amount for the OD4D program stands at about CAD 9.6 million. Given the complexity of the program in terms of multi-dimensionality and number/diversity of participants, the extent of results associated with OD4D seem

<sup>20</sup> The OD Impact Map could be seen as a kind of research product, or companion to research, providing access presently to about 1700 examples/organizations, and having grown quickly (from 700 at its launch in ODC15).

remarkable. It could be added that some results show an added-value that goes beyond monetary contributions, for example:

- OD Charter. The progress attained here goes well beyond the resources allocated by the program (reportedly CAD 280,000 as a direct allocation), and it's a consequence of the networked social capital created under the program's umbrella.
- Some partial financial contributions point at a supportive role by OD4D, but also gave OD4D the visibility associated with well-known initiatives, e.g. the OD Impact Map, where only CAD 130,000 were provided to CODE by the program.

### ***Effects of evolving program strategy and unintended results***

There appears to emerge a gradual movement towards the increase of OD's demand-side (responding to the question "*What do we want OD for?*") in comparison with the supply-side. This is permeating in some activities and could likely become a strategic, organizing principle for future work supported by the program. For example, OKF's School of Data turned to their fellowship initiative in place of generic training activities (e.g. via MOOCs) so that their capacity development work would better respond to needs on the ground through the connections of their Fellows with local actors.

The rapidly changing nature of the OD landscape was cited as a common thread by informants in relation to what had been unexpected at the start of program operations. This was expressed for example, about research – one informant mentioned that "*everything was unexpected from all those case studies, because the topics and locations were so different*". Changes (and instability) could be a consequence of how quickly the OD field is emerging. This led one partner, for example, to choose engaging with a broader range of organizations at a basic level, instead of working with fewer ones but more deeply.

Some unintended positive results derived from network effects in the OD4D ecosystem, whether from (i) the speed of diffusion of some outputs (e.g. the methodological approach for research mentioned above, or the independent localization of some training materials at the School of Data), (ii) the possibilities of participation in OD4D activities (e.g. the increase in locally-sourced inputs by community mappers in COI-led activities in Jamaica and other Caribbean countries) or (iii) encounters by national actors at events like IODC which did not take place at home and led to useful exchanges (e.g. Canadian officials in IODC'16). There were also some unintended negative points, like the divergence of strategic/political interests leading the Open Data Charter to its uprooting from the OD4D domain and into its own entity, or the remaining apathetic attitudes towards OD in some instances, such as among journalists.

### ***Recommendations and opportunities related to program results***

Extending the ‘regionalization’ of the OD4D ecosystem. Many informants indicated that work at the regional hubs should become an even more important share of the efforts supported by OD4D in the future. This is also in the direction of more strategic networking as recommended by this evaluation (see section 5). Most of the regional hubs are only in their nascent phase, and need to become more firmly established. Their work should help to advance on demand-based OD actions, and increase the capillarity of outcomes (particularly for political and governmental outreach). Francophone Africa has been largely absent thus far of the OD4D ecosystem, and actions to remedy this gap should be pursued.

Strengthening relations with National Statistical Offices. The NSOs play a central role in producing/managing the data necessary to achieve the 17 SDGs and track progress on its 230 indicators. In other words, they remain the ‘guardians’ of most developmentally-relevant data. It has been observed that many NSO professionals are still wary of OD. The early engagement of the OD4D program with the NSO community was limited. The emergence of NSOs as a major stakeholder group at IODC16 was an important advancement. Further outreach and collaboration of the program to NSOs will be strategically important, looking to align agendas and engage in collaborative activities. The ample participation of the OD4D network at the UN World Data Forum in January 2017 is a positive sign in that direction.

Exploiting complementarity with the OGP OD Working Group. Launched in 2014 by actors also involved in OD4D, many areas of interest in the OGP ODWG are reflected in OD4D operations (e.g. the OD Charter, IODC and its Roadmap, etc.). OD4D works to support governments in building their OD capacities (NSOs are one channel, but there are others), for example through the Open Data Leaders Network. As the ODWG will change its governance model in 2017, it may prove an opportunity for reframing OD4D’s presence in the WG, as well as operationalizing more of the activities promoted by it with government bodies (including at sub-national levels where relevant)

### **3.2 EQ2 - Program Design**

*It is important to understand the logic underpinning the design of the OD4D program to assess how appropriate were the priorities and choices made in relation to its objectives/results. To that effect, the evaluation will examine the program design in relationship with the theory of change to provide answers to the following questions: (1) What aspects of the program's design*

*and which strategies were more, and less, relevant and conducive to achieving results? (2) How did the program design/strategies influence the sustainability of the results?*

#### **Key findings**

- ***The OD4D program contributed significantly to set the wheels in motion of a mostly uncharted territory in a complex and uncertain context, by mapping actors, raising awareness and fostering the creation of infrastructures for measuring or using open data for development.***
- ***The program was successful in building up networks that had specific goals, produced significant outputs and outcomes, were geographically balanced and proved to be socially sustainable.***
- ***The design of the program led to an achievement of outcomes which, while significant, diminished with granularity: success is bigger at the macro level and is more relative the more we approach the micro and/or sectoral level. Work with leaders was especially relevant, and interesting work was also done with OD intermediaries.***

*Box 2: Key findings on the program design*

Unlike for other development programs, OD4D faced a peculiar context: a lack of a clear definition of its central topic really stood for, what were the main priorities, what were the most acknowledged lines of action, who were the main actors in the field or even what was the specific field – if any. Thus, with OD for development being such an open concept, and still probably so, defining the concept was a top priority. Or, in other words, to provide room for the actors to move freely and experiment with their own understandings of what OD for development really stood for.

Thus, if one of the usual goals of such a large global program like OD4D is to set up a global agenda it is crucial to bear in mind the disadvantage of doing so when the global community is far from a major consensus on all the drivers of OD.

Acknowledging this unusual context of an unmapped territory is key to understanding why the program design had to be carefully evaluated.

#### **Discussion of preliminary findings**

One of the most valued approaches of OD4D was its ability to act despite the lack of a clear blueprint or solid evidence on OD for Development. Fostering and coordinating actions by enabling regional hubs and specific projects proved a successful means to create a global

momentum and to raise global awareness on the need to define, measure, implement and assess the existence and impact of OD4D strategies, programs and projects.

The organic approach of the program, to seed, feed and monitor the relevant actors at the local and global level has proven useful. Enabling peer to peer support where direct support (from IDRC or other donors) was not possible has provided freedom of action, flexibility to define and adapt the best projects, strategies and approaches. A global network of actors (with strong regional orientation) have been articulated, facilitated and empowered based on trust and knowledge sharing. This knowledge sharing has been mainly driven by explicit or purposely shared content in the form of training and capacity building, especially for the local leaders of the civil society (firms and non-profits). It can be stated that the program positively contributed to focus and define the concept of open data for development, to identify its main actors and put them in contact, to locate or generate meeting spaces, to draw some strategic lines for the present and the immediate future.

Tools like the Open Data Index or the Open Data Barometer are widely used and have set a standard globally. The Open Data Impact Map or the Roadmap that came from the International Open Data Conference 2016 have been successful in setting not only a set of common goals but also shared strategies. In this sense, the Open Data Charter is perceived as an increasing focal point for debate, standards and protocols, and the OD4D program had a central role in its inception and promotion.

Networks have proved successful, thus, to weave relationships of mutual support, in creating a global agenda and raising awareness on the topic of OD in general – though only sometimes “for development” and in starting to weave relationships of mutual support. This global agenda has produced specific goals that have been acknowledged globally, significant outputs and outcomes – especially in what regards to instruments and training – and a certain geographical balance. The Open Data Leaders Network or the School of Data are two successful efforts on training and how to make it capillary. As a result, networks are socially sustainable, have a purpose and are broadly legitimated.

On the other hand, networks still have some challenges to integrate the global agenda with the regional or local realities, two levels of action that still have different and somewhat uncoordinated paths: many interviewees and no less documents show how the integration of some regions and regional hubs is far from being optimal at the global level, where wealthier economies lead the discourse and forefront development of OD and OD for Development strategies.

One consequence of this lack of integration is the fact that the '4D' part of OD4D has often been left aside, despite the many claims from most actors that progress or inequality should be addressed by the advancement of OD for development. So, the potential impact on the poorest and most marginalized has suffered from an unexpected bias of actors working for OD (generically) and perhaps taking for granted that the 4D (for development) part would come naturally. There is general agreement that it did not.

Looking at the design of the program, though, this uncovered last mile is highly attributable to the undefinition of the field at the beginning of the program, the short span of time that it is being evaluated and the relatively discrete amount of resources devoted to the program in comparison with other programs with comparable aims and scopes. Indeed, the achievement outcomes diminishes with granularity, as we move from the macro to the micro level, from the general to the sectorial approach, from the supply side to the demand side.

At this stage, it is assessed that the design was appropriate for a moment when there was a significant void in terms of OD and especially in terms of OD for development, leading to the effective performance of most projects dealing with capacity building and network weaving, even considering that both aspects require longer time than the one spanned by this evaluation.

The 2015 Annual Report presented a new Theory of Change (ToC) for the OD4D program and articulated a revised, simplified set of outcomes:

- O1. Broad political commitment to high quality open data principles
- O2. Strengthened capacity of leaders to produce and use open data effectively
- O3. Tested innovations that solve major sustainable development challenges
- O4. Broad adoption of good practices and use-centric open data standards
- O5. Effective measurement and evaluation mechanisms in open data activities

An examination of this ToC suggests it has been positively tested with the evolution of the first phase of the programme. This is especially true for the increase of transparency, which can be assessed both by the existence of committed governments, open data sets and strategies, new regulation world wide, and the testimony of the interviewed participants and stakeholders.

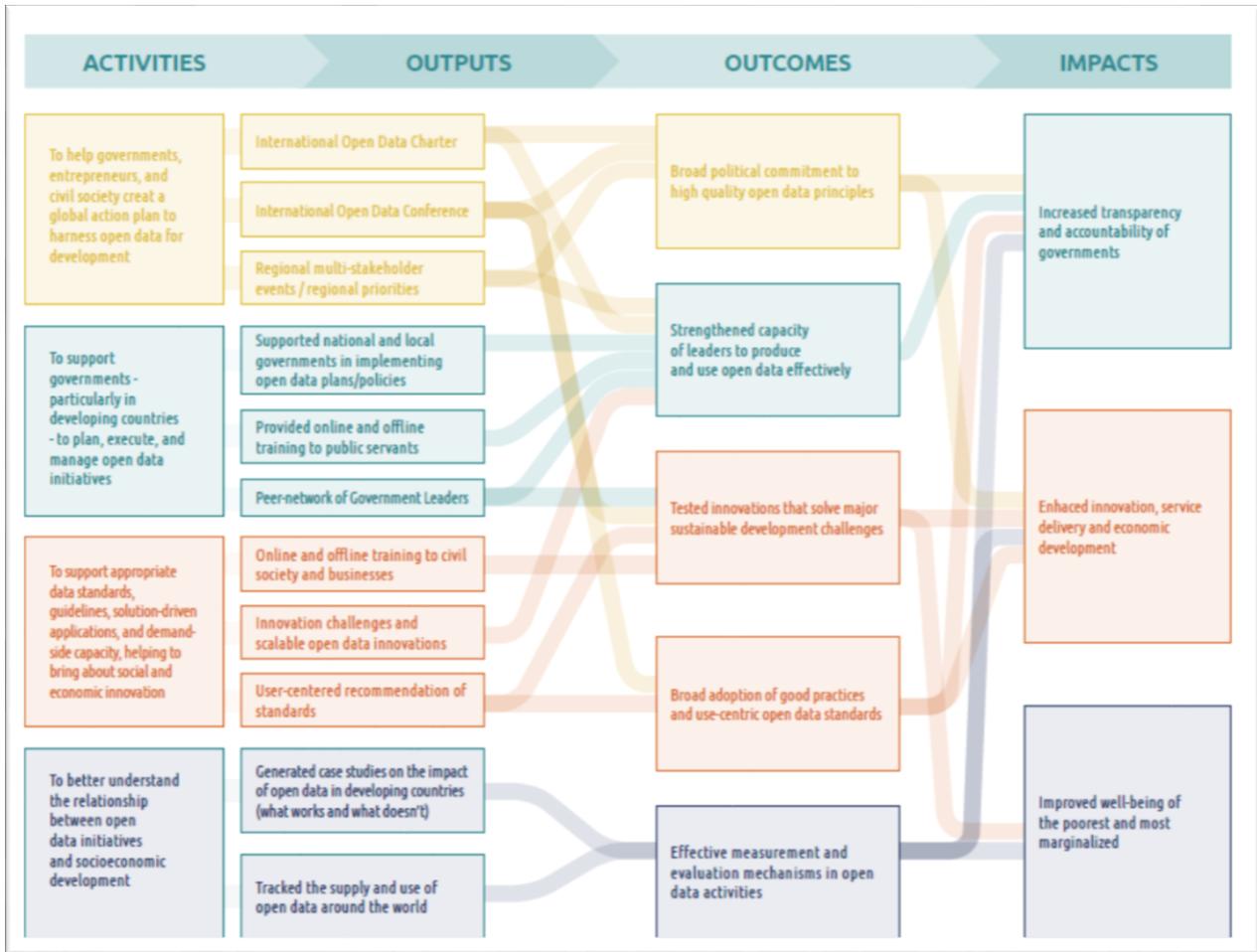


Figure 3: Graphical representation of OD4D Theory of Change  
 (source, 2015 OD4D Annual Report)

It was already noted in section 2.6 (Methodology/Limitations) that the design of the program could have been more consistent in terms of its architectural elements (objectives, results, output groups, activities, outputs, outcomes, deliverables, etc.). Besides providing a sound logic, the new ToC (fig. 3) also simplifies the program architecture, which will make it easier to track its parameters and report on them for specific program projects/interventions.

### **Recommendations and opportunities related to the OD4D programme design**

Strengthen both ends of the OD value chain. This is in terms of both (i) more efforts on research, and (ii) stronger focus on impact assessment and evidence on OD contributions to human development processes. A translational research approach could act on both ends of the OD value chain simultaneously, providing evidence while driving real, practical solutions at

the applied level and reduce context and topic complexity, better mapping and higher degrees of standardization at the micro and sectorial levels. This would combine top-down (researcher) with bottom-up (practitioner) approaches, using grounded-theory, participatory action research (PAR) or any other methodologies related to translational research.

Tighten networks and communities. If there was a need to contribute to define the concept of OD4D ‘whichever way’, most actors feel the need to narrow the focus and delimit the concept, to begin to join forces, now scattered because of the many different initiatives that have blossomed in the field. Coordination both horizontally (within regions, at different sectors) and vertically (globally, within a given sector) might prove crucial for the sustainability of the project.

Strengthen the 4D component of the OD4D equation. The program would be well served by deliberately addressing its relationship with SDGs or other global development agendas. This can be dealt with by program design, and through partnership strategies (see 3.4, 3.5)

### 3.3 EQ3 – Program Management

*The evaluation assessed how the OD4D program team, supported by the institutional donors and key partner/network actors, managed the implementation of the program, assessing the program’s efficiency (towards achieving expected results) and its coherence (re. choices made during implementation). The evaluative questions were: (i) To what extent has the program’s governance, management, coordination and implementation been efficient given its intended results?; (ii) What have been the strengths and weaknesses of the program’s management and governance arrangements?*

#### **Key findings**

- ***OD4D effectively implemented, due to a large extent to the dedication of its program management team.***
- ***“People have been mission critical, they really care about this work”***
- ***Meaningful involvement by donors and partners in program governance***
- ***Appropriate decision to incorporate the WB’s POD and beneficial to all parties***
- ***Coherence with program design: flexibility in a novel field with sizable, intense and diverse OD4D community***

*Box 3: Key findings on the program management*

### ***Discussion of preliminary findings***

The decision to create a new OD4D program was taken in late 2014 by joining IDRC's work on OD with the Partnership on Open Data (POD) supported by the World Bank during 2014. Two other donors entered, Global Affairs Canada and UK DFID. The decision is deemed to be a correct one and beneficial to all parties involved. The POD partnership was rather limited (only involved two main partners, ODI and OKI) and their institutional cultures related to the WB's required some adjustments.

The possible objectives and range of activities for a larger, more diverse program meant that OD4D was a much more coherent response to the goal of positioning OD as an issue on the global development scene. IDRC, as a global leader in the Openness movement, possessed the necessary leadership and institutional/capacities to manage the new program. The results after two years, as presented in section 2.1, have been significant and the program has made effective uses of available resources.

The management style has had a positive influence in the performance of the program. Most partners have manifested that the personal involvement of the program staff and the flexibility exercised has helped them to carry out their activities, particularly given the intense, short period and at time changing circumstances. One of the informants, discussing the program management, explained that *"People have been mission critical, they really care about this work"*. However, in a few cases the involvement of the team was perceived as too prescriptive. It is important to avoid instances of ineffective communications, particularly regarding funding decisions could negatively affect trust with partners.

Knowledge management (in which program level communications could be included) does not appear to be one of the strong suits of program implementation. OD4D's web site has been criticized for being ineffectual. Other components of the communications strategy indicated in the program document, such as a monthly newsletter, an OD Directory (with relevant curated publications), and the OD4D platform (platform.od4d.org) do not seem to have been created or at least have not lasted for long.<sup>21</sup>

In terms of the coherence of program implementation with its design, the evaluation recognizes that the present OD4D phase can be deemed a pilot phase, with the degree of adjustments that

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<sup>21</sup> Both the <http://www.opendataresearch.org/> and the <http://odresearch.org/> sites were not programme-wide research platforms, each had a specific purpose (work from the ODDC project the former, research presente at IODC16 the latter)

implies, and the need to move forward even if all pieces are not in place. The emergence of the program as a fusion of existing initiatives meant that organizations with differing agendas and styles had to be incorporated into a common space in a somewhat accelerated timeframe (including for program formulation). The 2015 Annual Report<sup>22</sup> explains that “(...) 2015 presented a learning opportunity on how to enhance future work together across regional hubs and global initiatives. As was to be expected with a merged program, much of OD4D’s work in 2015 was focused on establishing processes and activities to ensure effective collaboration.”

Therefore, the implementation of OD4D 2015-2016 seems coherent with a design that needed to be crafted quickly (and apparently with limited consultations). At the same time, it has been making strides to move from an implementation perhaps closer to that of a facility and towards a cohesive program. Program management adjusted some of these difficulties when it used the IODC’15 in Ottawa to develop together with key partners a Theory of Change for OD4D to clarify strategic path in moving forward (up to 2020, as expressed in program documentation)<sup>23</sup>.

The network nature of OD4D is also related to the cohesiveness of the program, and is examined separately in the section on ‘Cross-Cutting Components’

### ***Recommendations and opportunities related to program management***

Strengthen and expand the Communications function. Limitations on Communications outside the OD community makes the program more difficult to sell, including for resource mobilization. Even internally many organizations are not aware of what it is happening under the OD4D umbrella. The web site needs to be re-architected<sup>24</sup>. It would be valuable to develop explicit strategies both for Communications (external, internal) as well as for Knowledge Management (OD4D is essentially, after all, a knowledge producer). Communication tools and practices would be complementary with those of (at least) the main partners, so that OD4D communications is not only the realm of the program management team.

Further refine the Theory of Change. Partners have indicated a willingness to be involved in more joint initiatives, and they know each other better. While the ToC has generally been

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<sup>22</sup> The evaluation finds the 2015 Annual Report to be an excellent document and a product on its own, it goes much further than most program or institutional annual reports.

<sup>23</sup> The ToC introduced some changes from the original program document, such as simplifying the outcomes and reducing their number

<sup>24</sup> A good reference may be the web of the Global Partnership for SDD; see for example its Data for Action infographics, at <http://www.data4sdgs.org/data-in-action/>

refuted by the evolution of the program thus far, as mentioned in section 3.2 there would be merit in re-examining the ToC considering (i) how actors, actions and tendencies played out during the 2015-2016 period, (ii) which partners may be a better fit to desired objectives/outcomes (including new organizations<sup>25</sup>), and (iii) how the program logic would also accommodate the interests and true capacities of the partners.

Examine divergences within the OD4D ecosystem. There is some concern about factionalization among members of the OD community. The evolution of the OD Charter may be one of its manifestations. Reducing these divergences may be important for the next phase of OD4D, so there is more collaboration and less competition (including for access to the limited financial resources available in a relatively small field like OD for development).

### 3.4 EQ4 - Policy incidence

*The assessment of policy influence by development interventions reflects on a broad term of activities and span the entire research-to-policy process. An approach to operationalize such an assessment can be loosely structured by exploring how those interventions (i) expand policy capacities; (ii) broaden policy horizons (via new ideas, accessible knowledge), and (iii) affect policy regimes. The evaluation attempted to answer: (i) To what extent, and in what ways, the OD4D program has been relevant to advance national and regional open data policies and influenced agenda-setting?; (ii) How influential has the OD4D program been to insert OD into the global development policies and agenda?*

#### **Key findings**

- ***The program had a direct impact on policy outcomes at all levels:***
  - ***open data has become central in any debate on transparency and accountability;***
  - ***political commitment, both at the local and global levels, has increased; and***
  - ***many leaders participated in capacity building activities, took part or belonged to leader networks, and some new functional agoras were put to work.***
- ***There is positive consensus in considering the usefulness of many outputs of the program in the field of policy-making and advocacy.***
- ***The map of civil society advocates, intermediaries and watchdogs has increased in number and strength, and many of them are directly involved in the OD4D network.***

*Box 4: Key findings on policy incidence*

<sup>25</sup> Such as Omidyar Foundation, USAID, EU, and even the OD Charter (which when properly institutionalized, it would move from ‘product’ to ‘partner’)

In general, and as it has happened in previous programmes that IDRC has launched to create momentum on a relatively new issue, OD4D has substantially contributed to put the topic of OD for development in the public agenda, at a global level and for all kinds of stakeholders. And we can state that open data has become central when it comes to matters of transparency and accountability. While this is not only a consequence of the OD4D program, we have reasons to believe that the program deserves some credit for it. And given the undefinition of OD4D when the program began, this is to be considered an important outcome.

### ***Discussion of findings***

One of the most notable successes of the OD4D program – if not the best one – is its contribution to put the idea of OD in the public agenda and to stimulate governments at all levels to join the OD global community. There is a common understanding that a ‘point of no return’ has been crossed in the field. Networks, partnerships, standards and protocols, measuring mechanisms, actual research, funding to OD or create OD repositories, events, publications ... there almost is no domain in which OD4D has not directly or indirectly – through its grantees’ activity – contributed to raise awareness in the field of open data.

This has contributed to the successful efforts on policy incidence, leading to political commitment and reflected in new laws and regulations, open data portals and networks/partnerships of all kinds. This was enabled by capacity building and training of both government officials and civil society intermediaries and leaders. Events have contributed to raise visibility, exchange good practices and positively feed the virtuous circle of open data back. More transparency and accountability result from this political commitment.

More governments, at all levels, are adopting or interested in adopting OD initiatives, many of them directly related with the social and political infrastructure deployed by or in relationship to the OD4D program. Of these, most belong to international networks and partnerships born under the auspices or fostered by the OD4D programme. Political commitment in global and local agendas can often be traced to networking activities related by the OD4D program officers themselves or through the thick network of partners (or partners of partners, etcetera) of the program.

This impact on political leaders and institutions is related to two other successes: the training network and capacity building infrastructure deployed again with the contribution of the OD4D program and its partners, and the perceived usefulness of the tools and instruments (e.g. methodologies) created for policy-making and advocacy.

Training and instruments have not only contributed to important policy outcomes, but also on articulating the tissue of the civil society, now enhanced by the concurrence of new advocates, intermediaries and watchdogs. Organizations and individuals that have been empowered with knowledge and tools which they can leverage to achieve OD4D goals from the grassroots level.

Success is more mixed, though, when putting all this openness into practice to have an impact on development progress. The capacity of leaders to produce and open data in effective ways is still been contested by all kinds stakeholders. While these still believe in the positive impact of open data to help the poorest and the marginalised, evidence on this impact is yet to come. The ability to go from the general to the to test innovations that may solve major sustainable development changes is arguably coming soon, but there is a serious need to make it happen and have solid evidence of this impact. A possible reason, besides the time that thorough changes may require, is more training, more research and better measurement of the cause-effect relationships between open data and development.

### ***Recommendations and opportunities related to policy incidence***

Keep driving the instrumental components of OD policies. Though less appealing than other aspects of OD work, most informants recognize the importance of the more technical, instrumental element of OD integration into national policies, such as (i) global standards, (iii) common OD literacies, and (iii) characterization of diverse OD approaches. There is an almost unanimous perception by stakeholders on the usefulness of the outputs of the OD4D program.

Support networks as instrument of policy incidence. The extended timeframes require for policy work, together with the usual changes in political landscapes (changes in Administrations and within Administrations) suggest that the multi-faceted approaches which networks can carry out can prove to be effective for moving evidence into policy. Specific capacity strengthening actions could be provided to the nascent networks under OD4D to help them succeed on this objective, enabling multi-level or multi-stakeholder engagements in policy making, including public-private partnerships and, very important when it comes to civil society intermediaries, public-social-private partnerships.

Informal networks count too. Besides institutionalized networks, there is a need for more informal networks in the policy domain, where peers exchange information, practices, methodologies. Such networks can also contribute to match the global standards with the local cases and applications. Many of them are not linked to organizations, but formed and maintained by OD intermediaries, like data journalists or activists. Networks, from the standpoint of view of the management of the program, can not only be an output but an instrument that, through

hacker ethics and procedures, can contribute to achieving the goals, outcomes and impact of the overall program.

### 3.5 EQ5 – Gender

*Given the relatively early stage of Open Data initiatives, there was particular interest in exploring how gender factors have been introduced into programming, and what the outcomes have been. The evaluation will inquire into: (i) How well has the initiative incorporated gender analysis and gender sensitive outcomes into the programming so far; and how this could be strengthened in the future?*

#### **Key findings**

- ***OD4D has not made significant progress in terms of gender-sensitive programming***
- ***Lack of results that show how open data can contribute to gender equity/empowerment***
- ***Noticeable presence of women among partners and in the IODCs***
- ***Informants showed interest in gender-significant actions, but usually do not incorporate gender issues into their work***
- ***OD4D actors possess limited understanding of how carry out such actions properly***

*Box 5: Key findings on gender*

#### **Discussion of preliminary findings**

Adequate gender programming is challenging for most development stakeholders working on the areas of information, technology and society<sup>26</sup>. The OD4D program has not been an exception. While there is a noticeable share of women in program partners and actors, visible for example at IODC'16, a significant number of informants mentioned:

- lack of knowledge about the relationship between OD and Gender;
- insufficient capacities for gender programming and analysis; and that
- my organization does not normally incorporate gender issues in its work.

Most informants showed interest in being able to better respond to gender-related challenges. But some, including many women informants<sup>27</sup>, did express reluctance to take active measures to engender programming. The OD4D needs to make a strong case to its partners and grantees

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<sup>26</sup> Including at IDRC. See, for example, Drissi and Rashid's (2015) evaluation of gender integration in the I&N Program.

<sup>27</sup> The evaluation plans to interview 15 women out of approximately 50 informants in total.

on the question “*Why is Gender a relevant issue to OD?*”, and establish mechanisms to help them take it into account.

The OD4D program was meant to review how it addresses gender considerations. Some indicators were sex-disaggregated, such as the number of people receiving training, or those attending events. But that is only a first-step. The aim is to address the effects of gender discrimination on harnessing OD for development, and to build capacities and empower program stakeholders to deliver gender-inclusive interventions. OD4D has not provided any capacity-strengthening actions on that regard to program actors.

The program intended to undertake a mid-term gender assessment, but it was not carried out. The assessment was meant to review where activities fit within the gender scale from IDRC’s Gender Monitoring Tool, namely: 1. Gender blind; 2. Women incidental; 3. Sex-disaggregated; 4. Women inclusive; 5. Gender transformative<sup>28</sup>. While it is beyond the scope of this evaluation to make a precise assessment of gender integration in the OD4D, the evidence so far would point to a value of ‘2’ – the program has probably been ‘women incidental’ at best.

Gender is planned as a priority issued for the program in 2017. For example, ILDA is working on an initiative to better measure gender violence and crimes in the region, and a new project in Haiti will target improved data capacities for improving women’s employability.

### ***Recommendations and opportunities related to Gender***

Leveraging existing IDRC resources for Gender. IDRC has done significant work for adequately incorporating Gender and gendered factors into its programming. For example, there is an IDRC Gender Monitoring Tool than can be used. The Networked Economies area of IDRC (where OD4D is hosted) has committed to building a comprehensive gender strategy to ensure better gender outcomes over all areas of programming. The new OD4D phase ought to examine what is available in-house and make the best possible use of it, as it seems reasonable that if IDRC promotes gender-sensitive actions it should also try to do likewise internally.

### Investing on gender analysis for project design and implementation for significant returns.

Given the relatively new nature of the Open Data field, developing these capacities at the early stages will likely have a carryover effect over time and across actors. This is directly applicable to the next phase of OD4D, and moreover there will probably be added pressure to make good on its unfulfilled intentions during the present phase.

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<sup>28</sup> A good reference is the evaluation of gender integration of the I&N program carried out by Drissi and Rashid (2015).

Involving organizations with expertise on Gender and Data. One possible avenue to improve the gender performance in the next OD4D phase maybe by incorporating into the OD4D network some of the best organizations in the world working on the relation between Gender and Data (and ICTs), such as Data2X, APC, etc.

## 4. CROSS-CUTTING PROGRAMMATIC ISSUES

### 4.1 OD4D network (structure, management)

The present OD4D network may be represented by a structure like that of Figure 4: OD4D Network representation. Some of the nodes (or members) are themselves networks or possess some type of networked structure, such as (i) WF (an organization), (ii) OGP ODWG (a group with an organization), (iii) ODECA (a regional hub), or (iv) ODLN (an initiative managed by ODI). To this we could add some projects, such as the School of Data or the Barometer, which are in fact networked projects.

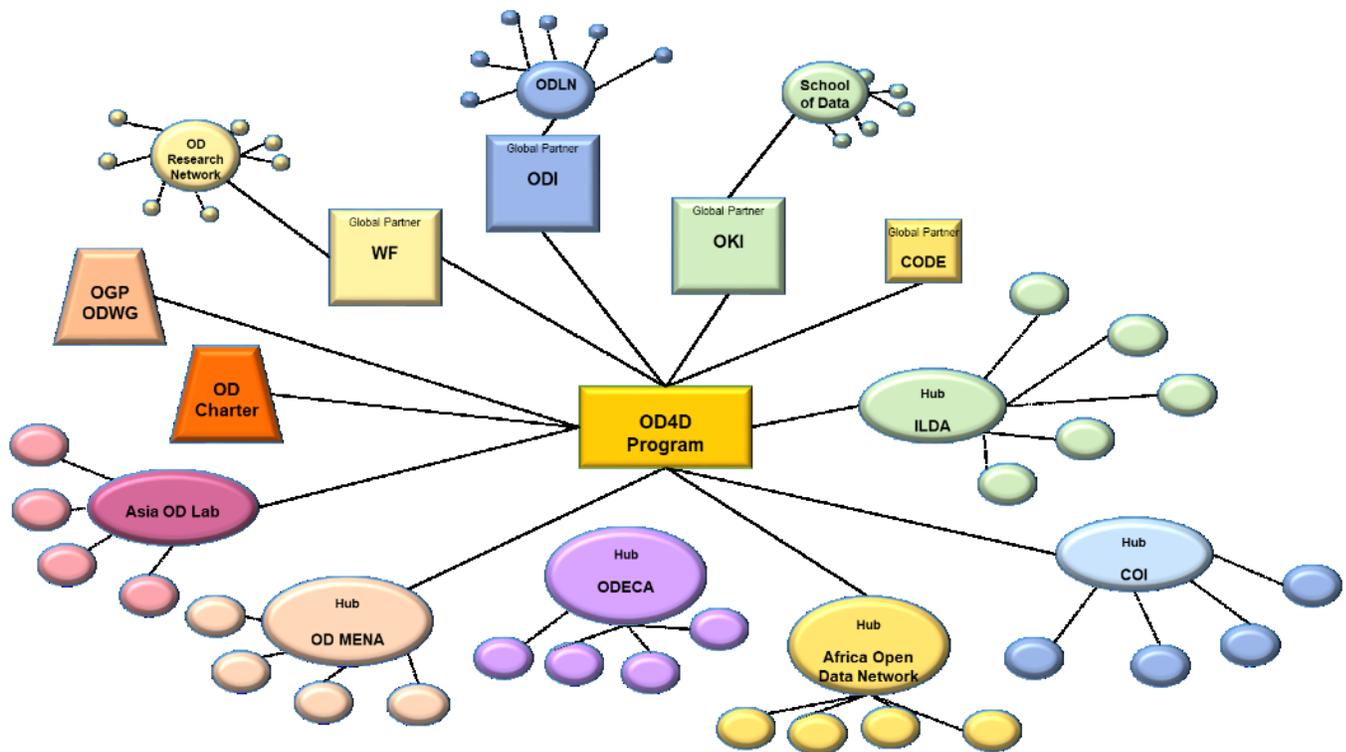


Figure 4: OD4D Network representation

Since OD4D presents itself both as a program and as a network, determining and understanding how the OD4D network functions is essential. While some nodes of the network interact with others, and some of the OD4D outputs result from collective action, there was no clear guidance on the network strategy or modalities that would indicate how the OD4D network was supposed to operate. The 2015 Annual Report stated that “(...) *As the program consolidates, we need to be more specific about what it means to be a network. In 2016, OD4D will be clearer around the modality of OD4D programming, and how to implement and coordinate as a network*”, but there

is no evidence of changes in this respect, at least explicitly or documented. Thus, while the OD4D program design had a clear orientation towards networking, perhaps most visible in its regionalization approach, its network approach was not well defined.

Most of the informants expressed vague notions about what their participation in the OD4D network entailed. Partners and grantees appreciated the value of meeting with colleagues, e.g. at regional events or at an IODC. They also positively noted the access to some shared resources, like training materials, or research methodologies. Yet, there was a lack of generalized awareness about what the other nodes bring/offer or what they are working on (despite the information provided in the OD4D web or periodic partners meetings). OD4D actors do not perceive, at least on an ongoing basis, the benefits of leveraging the knowledge, activities and products of the network. The level of collaboration among them was limited (i.e., few actions depended on the participation of 2 or more nodes). In short, the OD4D network does not appear to generate substantial network effects, so in practice it behaves more like an ecosystem.

Informants expressed mixed view in terms of how they would like the OD4D network to function. Some feel that to be effective, a network should have structure, methodology and objectives – *“Ecosystems evolve naturally but network don’t”*, observed an informant who manages a networked initiative. Another mentioned an interesting idea, *“(…) network goals could have some differences from program goals”* – which opens up the possibility of a ‘network manager’ (complementing the work of a ‘program manager’). And it points to the role of a network as an instrument, i.e. as a means to an end. Yet other informants felt that an organic structure and methods, i.e. generated spontaneously among the members, are best suited. They opined that pushing rules and activities would be counterproductive, since the organizations under the OD4D umbrella are mature enough and will carry on doing what they do regardless of their participation and identification with the OD4D network.

## 4.2 Institutional capacity

One of the program objectives refers to building the institutional capacity and long-term sustainability of the OD4D network. The evaluation examined this at 3 levels:

- *At the program management*. IDRC has demonstrated the capacity to manage large programs, as well as to design, operate and coordinate development networks. A recent example was the successful Information and Networks program (2011-2016). With OD4D, IDRC has launched a new global network in a relatively new field in international development. The degree of cohesiveness and a joint sense of purpose in the network will be a significant determinant of sustainability for OD4D, and IDRC will play a leading

role in determining the style of network management most suited to the program's goals.

- *At the key partners.* For OD4D, these are WF, ODI and OKI. They have known for their technical expertise and the ability to support networks of their own. The challenge is to bring their institutional capacities together in a joint network, the first time these organizations have done so. So far this is an unresolved matter, it remains to be seen whether they can find complementary roles and park individual interests aside in pursuing the common goal of putting OD at the service of achieving the SDGs during the next few years.
- *At the regional hubs.* These are hubs with varying degrees of networking attributes. ILDA and Open Lab Jakarta have already some trajectory in network building. ODECA and COI are gaining experience, while AODN is just getting underway. A central benefit/service that OD4D can bring to these hubs is to strengthen their network capacities (coordination, management, collaboration, knowledge management, communications, etc.). It can also facilitate inter-regional connections among them.

### 4.3 Partnerships

There is a consensus among the informants (and by just mapping reality) that the OD landscape is a complex one. There is an amalgam of actors, partnerships, networks and initiatives of all kinds. Some informants stated that this makes things complicated for participation in the field, especially for newcomers. To make things worse, fields that have very similar goals – OD, OD for Development, Open Government, etc. – do not share spaces and strategies, although they are participated by many of the same organizations, even persons.

Addressing this issue is a success of the OD4D programme. Coordinating donors and institutions interested in fostering these openness-related issues was (and still is) a dire need and OD4D did an important work trying to align donor strategies and programmes. Although not complete, this goal was useful and should be strengthened in the future.

Narrowing the focus of the initiatives, and providing coherent and comprehensive approaches is a need for these actors that belong to groups or attend meetings that mostly address the same topics. For instance, the Open Government Partnership Global Summit (Paris, December 2016) shared many goals and even speakers with the preceding International Open Data Conference

(Madrid, October 2016), as brought up by one of the participants, underscoring the urgent need for coordination at the top level.

In this train of thought, strategic partnerships especially at the donor level can be useful, thus, not just to join forces but specially to create and disseminate a unified definition of OD or OD for Development, generating a shared discourse that incorporates all sensibilities and creates a fertile ground for knowledge sharing.

Creating a single brand is also a main issue to be addressed by stronger partnerships. Branding is important for OD4D to manifest a differentiated sense of purpose and identity. Most informants did not identify OD4D as a brand, or were misled by its role in many of the different projects where OD4D participated – or even directly led. Many informants did not feel a sense of OD4D-network identity. While brands are challenging to establish – as grantees always compete for funding from different donors and thus have incentives to put forth their own brands – they are useful to align incentives, and seek greater effectiveness and efficiency. Difficult as this is, shared goals should be supported by a single global partnership, leaving side-partnerships with different designs to address specific challenges, such as regional issues or purposes that significantly differ from those of the main partnership.

In this sense, OD4D should be looking forward tightening the relationships of initiatives such as the Open Government Partnership (OGP) and the Global Partnership for Sustainable Development Data (GPSDD). Most actors are having hard times establishing the boundaries between such initiatives. This type of a new coordinated partnership could then engage in most profitable conversations with thematic or regional partnerships outside the OD4D domain such as the Global Open Data for agriculture and nutrition (GODAN). Within such an enhanced partnership framework, ‘instrumental’ initiatives like the OD Charter or the OD Barometer could also benefit from higher degrees of integration and collaboration.

#### **4.4 Openness – how ‘Open’ is the OD4D program?**

The OD4D program should be open as a matter of coherence. To examine the extent of its openness, some definition or set of attributes for an ‘open program’ are needed. We do not have this now, but could use as a proxy the definition of Open Data: “*data that can be freely used, re-used and redistributed by anyone - subject only, at most, to the requirement to attribute and share alike*”. Adapting it to a program environment, this would mean:

- **Availability and Access:** program resources (knowledge, methodologies, tools, etc.) should be available as a whole, and at no more than a reasonable reproduction cost (whenever possible by free access through the Internet). They should also be available in a modifiable form.
- **Re-use and Redistribution:** the resources should be provided under terms that permit re-use and redistribution including the combination with other resources (e.g. for a training course).
- **Universal Participation:** everyone must be able to use, re-use and redistribute the resources. Also, in their generation, thus extending the openness concept to ‘participation’ in the program.

Based on these criteria, the OD4D program appear to be fairly open: the evidence points to sharable and available resources in user-friendly formats, and an expanding network. Yet some informants claimed some limitations on the open nature of the program. One was about restricting awareness about the existence of a given resource. Another refers to limiting participation through competitive (as is reportedly the case for the AODN), rather than collaborative processes. An additional obstacle would be in restricting feedback as a modality of program participation. But perhaps the key impediment to the OD4D program being fully ‘open’ resides in its ineffective knowledge management and communication tools/practices (which were highlighted in previous pages). This may have had the effect of tilting most specific inter-partner exchanges towards operational coordination and away from collecting/harvesting knowledge.

#### **4.5 OD4D in the wider context of the Data Revolution for Sustainable Development**

The main problem related to evidence needed for development actions and policies is arguably not about Open Data, but plainly to the lack of reliable and comprehensive data. Most developmentally relevant data is in the hands of national governments, which turns the National Statistics Offices (NSO) into a key development player, as mentioned earlier. There is a need to actively bring together the OD and NSO communities to bridge the resource divide, as many tools and practices could be shared, recognizing that OD accounts today for a small subset of the data need for the SDGs (no more than 10%, according to some informants consulted, possibly much less).

As part of the 2030 Agenda for Sustainable Development, a ‘Data Revolution’ has been proposed to drive global action on achieving/tracking the SDGs. The recently held 1<sup>st</sup> UN World Data Forum in Cape Town, underscored the importance of this revolution, and the scale of the work involved.

The Forum has put forth an ambitious global plan to rapidly fill existing significant data gaps, expand data capacities and integrate standards (including for inter-operability).

The OD4D program should actively collaborate with and strengthen the new Global Partnership for Sustainable Development Data (GPSDD), as a way of placing more emphasis on the integration of OD principles within the larger SDG data environment. Decisive involvement in the GPSDD (and other new initiatives that may emerge), can turn OD4D into the OD reference for the SDG data agenda. The OD4D program actors were at Cape Town, presenting the IODC 2017-2018 Roadmap, participating in various panels and continuing the dialogue with NSO officials initiated in Madrid.

## 5. MAIN PROGRAMMATIC RECOMMENDATIONS

### 5.1 OD4D: greater emphasis on the right side of the OD4D equation

As it has been said, the OD4D programme did a very good job in a mostly unmapped territory. OD4D was in many ways a new field in the crossroads of Open Data (and Open Access in general), ICT4D (Information and Communication Technologies for Development) and Open Development.

The effort to work in this crossroads has been effective and actual bridges have been built by delimitating the field, identifying the actors, defining the courses of action. But, precisely because of this lack of mapping, most efforts have been put at the macro level and the institutional level, leading to a certain bias for what was better known at that time: the “OD” part in “OD4D”.

The results of this assessment show that there still is ground to cover at the other edge, at the “4D” part in “OD4D”, and one recommendation for the programme is to **strengthen the work to provide evidence of the impact of open data in the field of development**. This recommendation can be applied at three different levels:

1. To continue the **research** that would provide evidence on the impact of open data on the well-being of the poorest and the most marginalized, thus increasing the legitimacy – and the need – of more actions in the field of OD4D.
2. To shift the emphasis of research and actions from the supply side to the **demand side**, hence to meet the actual needs of people in terms of open data for development, especially once the main infrastructures – the supply side: regulations, tools, data sets – are progressing at relatively acceptable (if still uneven) levels.
3. To increase the work from a **sectorial approach**, to drill down, once again, what has already been deployed at a macro or generic level. This work should, nevertheless, be coherent and especially consistent with global standards, both in terms of the Administration level as in geographic or territorial terms.

### 5.2 Reticulating OD4D: towards an expanded network vision for OD4D

One of the challenges that presents more promising opportunities during the next phase of OD4D refers to strengthening and consolidating the OD4D network. The evaluation findings indicated that the OD4D program exhibited a strong networking orientation, best represented in its regionalized approach. However, its functional structure and behavior resembled more of an ecosystem than a well-defined network.

**The next phase of the OD4D program would benefit from a clear, explicit network strategy, aimed at the deliberate generation of substantial network effects.** In this context, network effects could be understood as the benefits resulting from the direct and indirect interactions among OD4D actors. For example, partner A could offer a set of training modules to other partners (including their adaptation and delivery if appropriate), which will benefit local actors that work with those partners, and may in turn benefit partner A from the improvements, translations, etc. to the modules, as well as the additional exposure gained. A proper network strategy can also incorporate measures related to the resilience, sustainability and scalability of the OD4D network.

The OD4D collective value proposition is the underlying reason for the network. A collective value proposition is a commitment to joint value creation by network members. As expressed by Plastrik and Taylor (2006), the collective value proposition is what makes a network greater than the sum of its parts. This should be clearly set in the OD4D network strategy, and arrived at in a participatory fashion, since *“as goes the collective value proposition, so goes the network.”*

A new OD4D network strategy could seek to foster network effects in various ways. One way to structure such effects would be by targeting them to program objectives<sup>29</sup>. The spread and value of these effects could be increased by deliberately stimulating/rewarding collaboration, e.g. requiring the participation of various nodes for new projects or promoting activities linking regional hubs. Moreover, the introduction of the role of a specific ‘network manager’ could prove beneficial in providing network-wide stewardship aimed at improving communications, collaboration and knowledge management.

Three aspects of network strategy should be underlined for OD4D. One has to do with network governance, i.e. finding a feasible governing structure that reflects the horizontality of networks (allowing the members to have influence on how the network is managed) while providing for effective program management (which includes giving the proper weight to donors). Another refers to deepening the regionalization approach followed so far, which will improve capillarity

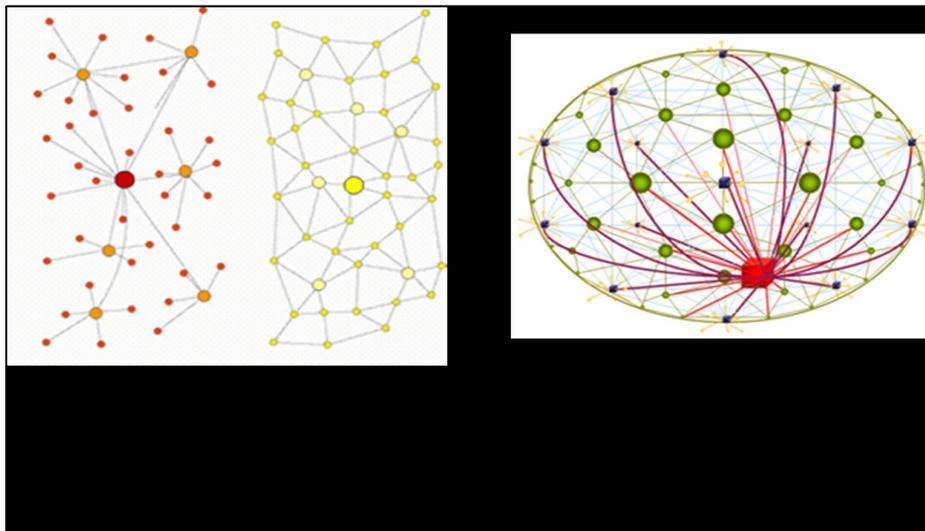
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<sup>29</sup> The program objectives could be briefly restated as follows:

1. implementation of a global agenda to harness OD for development (coherent with the 2030 SDGs);
2. support to governments in setting OD policies and implementing OD-driven initiatives;
3. advances in social and economic innovation by building OD demand-side capacity and supporting data standards and applications;
4. research to better understand and make the case for the relationship between open data initiatives and socioeconomic development; and
5. the institutional capacity and long term sustainability of the OD4D network itself..

of the outcomes and help gravitate the program towards the demand-side. Finally, underlining that informal networks have a place within network strategies, and for OD4D they could be empowered and supported. Informal networks, among other attributes, can have value as deliberation agoras (together with more formal networked structures) and contribute to the openness of the program.

Network architecture should be coherent and responsive to whatever network strategy is formulated. Two simplified approaches could be considered (Acevedo 2009), with final architectures being a mix of the most appropriate features. One refers to what could be referred as 2-D networks, which in the picture below refer to what are known as Baran’s decentralized or distributed networks. In 2-D networks the members connect with nearby/close members. They serve typically to aggregate resources (e.g. information), to advocate on behalf of the members, or to provide them with centralized services (i.e. financing, training). On the other hand, the main characteristic of 3-D networks is that members can/do connect with any other ones, regardless of distance, size or importance. They are best fit to enable/strengthen the capacities of its members to achieve their individual objectives and to stimulate collaboration among them.



*Figure 5: Types of network architecture*

Beyond OD4D, a network approach for understanding open data ecosystems can add value to the entire field, if as Borgatti & Halgin (2011) claim, a network can be viewed as a coordinating mechanism in which ties are bonds that create cooperation between actors or converge and create sameness of action. Analytical methods can be applied to monitor and characterize OD ecosystems, such as Actor-Network Theory (for structure and positioning) and Social Network Analysis (to understand how connections lead to network behavior). (Nascimbeni 2012)

### 5.3 Build capacity for gender-purposeful programming

The challenges related to the purposeful and productive operationalization of gender issues into technology-related development initiatives are widespread among actors in international (and national) development, and certainly are not new. The findings related to the Evaluative Question 5 clearly indicate that the OD4D program was not successful in incorporating gender analysis and gender-sensitive outcomes into programming. The potential benefits of doing so have extra added value in the case of this program, since the generation and provision of extensive, robust gender-relevant data is a necessity for appropriately advancing on the entire 2030 SDG agenda (and not just the goals explicitly targeting women conditions and empowerment).

For these reasons, a more decisive approach to gender is recommended for the upcoming phase of the program. It centers on **the inclusion of a specific, new project whose main purpose would be to generate capacity among OD4D partners and grantees to properly design and implement gender-targeted actions in their programming.** This project could incorporate some of the actions identified in section 3.5, such as:

- a. leveraging on existing gender resources among the key partners (e.g. IDRC’s Gender Monitoring Tool);
- b. developing tools to facilitate gender analysis for project design, implementation and monitoring;
- c. involving organizations/individuals with proven expertise on gender and data/ICT, as well as institutional networks supporting women’s empowerment actions<sup>30</sup>.

Such a project could engage with the GPSDD and other major initiatives in the larger ‘Data for Development’ (D4D) field to carry out research, generate tools and strengthen technical capacities that aim to increase the quantity and quality of data on women and girls around the world.

### 5.4 Invest in strategic partnerships

As the program moves into a new phase, there are some specific partnerships that could prove particularly valuable for OD4D’s outcomes, as well as coherent with an expanded networking approach. It is recommended to **develop strategic partnerships with (i) the OD Charter, (ii) the**

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<sup>30</sup> Some might include Data2X, the Associate for Progressive Communitations, Open Data Watch, etc.

### **Open Government Partnership, and (iii) the Global Partnership for Sustainable Development Data:**

- a. (i) Open Data Charter. OD4D had a major contribution in creating it, and now it is acquiring an organizational framework of its own. It would be advisable to establish complementary and collaborative tasks, avoiding overlap and competition for scarce resources.
- b. (ii) Open Government Partnership (OGP). OGP is institutionally close to governments, and OD4D has already supported its OD Working Group (ODWG). As the governance of ODWG is reviewed, it could open the doors for an even more productive relationship.
- c. (iii) Global Partnership for Sustainable Development Data (GPSDD). This is a relatively new initiative, emerging perhaps as the main global forum in the D4D field. A symbiotic relationship could open the door for OD4D to plan a leading role in advocating for openness within the D4D.

It should be reminded that from a network perspective, there may be interactions among them under the larger OD4D umbrella; i.e., these need not (and should not) be exclusively bilateral relationships between the overall OD4D project and each one of them.

### **5.5 Greater engagement with the D4D community**

One of the successes of the OD4D program has been the global acknowledgement that open data is a central matter in development – indeed, the program itself contributed to generate this centrality.

As a central point, it lies within the field of action of many other movements and organizations. We think it is advisable to consider the multiplier effects of working together with movements and organizations that, while not having OD4D as their central issues, they can boost the issue in much powerful ways.

The Data for Development (D4D) movement is one of them. **A wider, more deliberate engagement with the D4D movement might prove a good strategy given the extension and momentum of the organizations working in it.** Considering the options to either bring the whole movement into the OD4D arena or, instead, to try and “inoculate” the “open” ideology within the D4D movement, the latter seems reasonably more prone to success. Instead of trying to build

and lead a movement from scratch, now that the issue is set on the global agenda, becoming the “open branch” of the D4D movement seems a winning bet.

The evaluation suggests three lines of action:

- a. Establish a **close relationship with National Statistics Offices** (NSOs), which set the standards both at the national as at the global level. Their influence is huge, as are their resources in the field. Honest dialogue with NSOs to raise awareness on OD4D as to establish new standards in protocols is highly advisable.
- b. Open data requires mastering data management, and legitimacy in the field of data management. **Building data capacities** (and not just capacities on open data) seems to us a good way both to increase the legitimacy of the open data for development movement (that cares for the “whole” movement, not only the “open” one) while contributing to create general data capacities that can indirectly contribute to spread the “open” side of open data for development by directly improving the global community of data for development.
- c. In the same train of thought, **engaging with data intensive fields like Big Data, Internet of Things or Smart Cities** can prove valuable for these are highly applied fields, that act very near to the demand side and have a strong sectoral approach, three aspects (application, demand side, sectoral approach) which we believe should be a priority for the expansion and social sustainability of open data for development.

## 5.6 Support OD intermediaries

The evaluation has referred to the convenience to enlarge the OD4D network horizontally – the OD4D community itself, the D4D movement, the 4D arena – and vertically – the demand side, the sectors.

During the research the evaluation identified, though, that end users are quite difficult to reach. Especially for two main reasons: on the one hand, because, by their very same definition, most of the times they are already excluded from most spaces of participation and engagement; on the other hand, because they see the OD4D movement as alien to their needs or priorities, or just do not know how the movement can be of any benefit to them.

The research also showed the value of capacity building and engaging with collectives working in bridge the needs of the underserved with institutions and actors that can address them. We

believe that **supporting open data intermediaries can provide important returns both in social terms as in terms of the efficiency of the program.**

The meso level – data journalists, open data advocates, hacktivists, open data local organizations and grassroots networks, technology organizations, grassroots organizations – provide a much-needed bridge between the macro level – policy-makers, decision-makers, regulatory bodies, global “for development” networks, national statistics offices – and the micro level, where needs are accurately diagnosed and solutions are to be applied.

They also provide a tight tissue of formal and informal networks with high levels of trust, enabling the quick spread of instruments and knowledge, or of shared diagnosis that can benefit from higher level (up to global) approaches.

### **5.7 Place knowledge management at the core of OD4D implementation processes**

The key underlying process for most major institutional development networks is knowledge management (KM). It has been observed that there exists a positive bi-modal relationship: networks tend to be fruitful environments for knowledge management, and proper knowledge management helps create stable, active networks (Acevedo 2015) Regardless of the specific KM methodologies chosen and the identified elements/stages<sup>31</sup>, KM is essentially about “*getting the right knowledge to the right person at the right time.*”<sup>32</sup>

The OD4D program produced considerable knowledge assets (alongside information, and, of course, data), but the evaluation found no systematic approach to collecting, curating or circulating knowledge assets. OD4D should approach KM through a systematic process to harness the best possible value from both explicit and tacit knowledge, realizing that the latter is much larger, volatile and difficult to handle. It should also maintain realistic expectations, where gradual gains on KM are better than quantum leaps into a wishful ether.

For that purpose, it is recommended to formulate and implement a KM strategy for the next phase of the OD4D program, which differentiates between KM-related effects (e.g. what did the partners know about what was going in the program/network) and the actions/mechanisms put in place for get those effects. The OD4D KM strategy would include at least the following measures:

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<sup>31</sup> Such as knowledge generation, organization, access, dissemination, absorption, application, etc.

<sup>32</sup> <http://www.knowledge-management-tools.net/>

- how information/documentation is provided by program stakeholders;
- a communications platform which enables knowledge exchange among stakeholders (e.g. on new activities, soliciting collaboration, posting research pieces, etc.);
- a web site that serve as the information showcase for external communications;
- ‘toolkitting’, i.e. identifying tools, applications, guides and other practical resources for OD use produced (primarily) by OD4D actors; and linking to the organizations/platforms that produced/offer them;
- training and other educational materials; and
- activities aimed at technical outreach (webinars, seminars, lectures, competitions, awards).

The suggested position of a ‘network manager’ (see 5.2) would have among her/his key responsibilities to oversee the successful deployment of the KM strategy. The evaluation found, in the context of scarce human resources for program management, that there was far more effort on coordinating the deployment of the program rather than on collecting/harvesting its results (mapping networks, archiving and cataloging tools and devices, making sense of evidence gathered and research results, etc.). A network manager could unload much of these tasks.

## ANNEX I: OPERATIONAL DEFINITIONS

**Agenda-setting:** It refers to an issue moving onto the government, professional/sectorial, public and/or media agendas.

**Coherence:** The set of choices made that result in programming that was logically integrated, consistent and intelligible. In other words, to what extent does the program as implemented make sense?

**Effectiveness:** It is the extent to which the development intervention's objectives were achieved, or are expected to be achieved, considering their relative importance

*OECD, Glossary of Key Terms in Evaluation and Results Based Management*

**Efficiency:** A measure of how economically resources/inputs (funds, expertise, time, etc.) are converted to results.

**Field-building:** Involves supporting the development and/or growth of an area of specialized practice carried out by trained practitioners. Practitioners have experience, research, and theory-based knowledge; they share a common language, communicate, and exchange information, and they have access to education and training.

*Ref: Scope of Work for External Program Reviews at IDRC – update Aug 2014.*

**Impact:** Lasting or significant changes caused by development interventions in living conditions and behaviour of beneficiaries and the differential effects of these on women and men (Oakley, Pratt & Clayton 1998 – BCO Report).

**Knowledge:** Fluid mix of framed experience, values, contextual information and expert insight that provides a framework for evaluating and incorporating new experiences and information. Davenport, Thomas H.; Prusak, Laurence- (2000) Working Knowledge: How Organizations Manage what They Know.

**Knowledge management:** The process of applying a systematic approach to the capture, structuring, management, and dissemination of knowledge throughout an organization to work faster, reuse best practices, and reduce costly rework from project to project (*Nonaka and Takeuchi, 1995*)

**Network:** At its most basic level, a network can be conceptualized as a set of interconnected nodes where active transactions take place (e.g., communicational, resource-oriented, collaborative, etc.). Each node and connection can exhibit different characteristics.

*Ref: Acevedo, Intl Journal of ICT and HD (2009)*

**Outcomes** are defined as “changes in the behaviour, relationships, activities, or actions of the people, groups, and organizations with whom a program works directly”.

*Ref: Earl, S., F. Carden and T. Smutylo (2001). Outcome Mapping: Building Learning and Reflection into Development Programs, Ottawa: IDRC.*

**Partnership development:** a process that involves not only the enhancement of collaborative activities between a varied set of actors, but also the strengthening of knowledge and experience sharing, as well as the articulation of strategies to promote joint learning and informed policymaking processes.

*IDRC I&N Prospectus (p. 31)*

**Policy Influence:** A broad term, which refers to the whole research-to-policy process, as indicated by: (i) expanding policy capacities; (ii) broadening policy horizons (e.g., via new ideas, accessible knowledge), and (iii) affecting policy regimes.

*Ref: Carden, F. (2005) Capacities, Contexts, Conditions: The Influence Of IDRC - Supported Research On Policy Processes.*

**Relevance:** adequacy (and conduciveness) to specific developmental priorities<sup>33</sup> as well as coherence with the organization's line of work, all sustained during the program cycle.

*Ref: (UNDP Handbook on Monitoring and Evaluation for Results.*

**Significance:** the result of some action/product/outcome which has a clear meaning to beneficiaries and delivers something with sufficiently high value. Something is significant when it is "having or likely to have considerable influence or effect" Its meaning is synonymous with value: e.g. in the OECD Glossary of Terms, "Evaluation also refers to the process of determining the worth or significance of an activity, policy or program."

**Sustainability:** The continuation of benefits from a development intervention after major development assistance has been completed. The probability of continued long-term benefits

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<sup>33</sup> This adequacy refers to specific context, eg. that of a given intervention like a program or project.

## ANNEX II: ASSESSMENT FRAMEWORK

The assessment framework adopted for the evaluation consisted of five components corresponding to the five sets of evaluative questions (EQs) in the RfP:

- EQ1. What were the outputs and outcomes of the OD4D program? To what extent did the program achieve its intended outcomes? What were the significant unintended results, whether positive or negative?
- EQ2. What aspects of the program's design and strategies were more, and less, effective in achieving those results and their sustainability?
- EQ3. To what extent has the program's governance, management, coordination and implementation been efficient given its intended results? What have been the strengths and weaknesses of the program's management and governance arrangements?
- EQ4. To what extent, and in what ways, is OD4D relevant to advance the global and regional open data agendas?
- EQ5. How well has the initiative incorporated gender analysis and gender sensitive outcomes into the programming so far; and how this could be strengthened in the future?

One more component was based on holistic, program-wide perspective, particularly for extracting observations and insights that could be useful in the next phase of OD4D.

Additional questions/sub-questions were added in order to tap into other complementary aspects that had value for the research/analysis. The complete set of questions per EQ is shown in the following pages. They helped to structure the research efforts in a orderly and productive manner (collecting evidence, structuring the interviews, etc.). They are not reported upon individually in this document, but rather as part of a component-based narrative that describes the findings.

The evaluative components are roughly related to the dual dimensions of the evaluation as reflected in the table below:

Distribution of evaluative components	
<b>Accountability</b>	<b>Learning</b>
<b>Component 1: Results (Outputs/Outcomes)</b>	<b><i>Component 4: Policy/Agenda Incidence</i></b>
<b>Component 2: Program Design</b>	<b><i>Component 5: Gender</i></b>
<b>Component 3: Program Management</b>	<b><i>Overall program analysis – recommendations</i></b>

*Table 8: Distribution of evaluative components*

### **Component 1: Results (Outputs/Outcomes)**

The evaluation assessed the generation/achievement of the program’s results, expressed specifically as Outputs (products) and Outcomes (effects), including the validation of results’ indicators from the program document (RfP, appendix 2).

This component was central to the accountability dimension of the evaluation, and was where most of the accountability analysis was carried out, as it essentially considers (i) what happened/changed because of the program (directly or partially), and (ii) how can its consequences be characterized.

The questions guiding the review/assessment of the achievement of program results, along with the key types of analytical approaches and sources to be used are indicated in the table below:

<b>Component 1: Results (Outputs/Outcomes)</b>		
<b>Guiding Questions</b>	<b>Focus/Approach</b>	<b>Sources</b>
What were the generated outputs <sup>34</sup> and how did they compare to expectations?	<ul style="list-style-type: none"> <li>• Verification of the list of indicators (RfP appendix 1).</li> </ul>	<ul style="list-style-type: none"> <li>• Program reports</li> <li>• Program/partner webs</li> <li>• Selected project documents<sup>35</sup></li> <li>• Interviews with project management</li> </ul>
To what extent did the program achieve its intended outcomes?	<ul style="list-style-type: none"> <li>• OD4D Theory of Change</li> <li>• Coherence/contribution of project outcomes to program outcomes</li> </ul>	<ul style="list-style-type: none"> <li>• Synthesis of evaluation findings</li> <li>• Program reports</li> <li>• Selected project documents</li> <li>• Interviews</li> </ul>
To what extent does the documented evidence support the claims of outcomes?	<ul style="list-style-type: none"> <li>• Analysis of evidence to determine plausibility of claimed outcomes</li> </ul>	<ul style="list-style-type: none"> <li>• Program reports</li> <li>• Program/partner webs</li> <li>• Selected project documents</li> <li>• Interviews with program management</li> </ul>

<sup>34</sup> The output types can include, among others, open datasets and tools, organization/enterprise activities, policy resources, events, etc.

<sup>35</sup> Project documents include: final/interim technical reports (PTRs), by project director; project approval documents (PADs) and Memorandum of Grant Conditions, by program staff; progress monitoring reports, by program staff; project completion reports (PCRs).

How were outputs/outcomes affected by (changes in) the evolving program strategy?	<ul style="list-style-type: none"> <li>• Evolution of program strategy/logic</li> <li>• Changes in OD and external environment</li> </ul>	<ul style="list-style-type: none"> <li>• Interviews with key informants<sup>36</sup></li> <li>• Interviews with program management, network leaders</li> <li>• Synthesis of evaluation findings</li> </ul>
What were significant unintended results, whether positive or negative?	<ul style="list-style-type: none"> <li>• Unintended outcomes or consequences from the work of OD4D</li> </ul>	<ul style="list-style-type: none"> <li>• Program documents and reports</li> <li>• Interviews with program management and other key informants.</li> <li>• Synthesis of evaluation findings</li> </ul>

Table 9: Component 1: results

### Component 2: Program Design

It is necessary to examine the logic underpinning the design of the OD4D program in order to assess how appropriate were the priorities and choices made in relation to its objectives/results. To that effect, the evaluation carried out a critical review of the theory of change, with specific attention to relevance and effects on sustainability derived from program design/strategies. The evaluation will validate the coherence of the program structure and its supported initiatives to its initial design. Deviations in the implementation/realization of the theory of change will be explored under the program management umbrella, addressed in the next component.

The questions guiding the program design, along with the key types of analytical approaches and sources to be used are indicated in the table below:

Component 2: Program Design		
Guiding Questions	Focus/Approach	Sources
What aspects of the program's design and which strategies were more, and less, relevant and conducive to achieving results?	Review of the Theory of Change	<ul style="list-style-type: none"> <li>• Program Document</li> <li>• OD4D Theory of Change</li> <li>• Interviews with program management &amp; key informants</li> </ul>

<sup>36</sup> Key informants mean those who had sufficient responsibility and/or influence on the program-to affect decisions made by the program outside the realm of their own specific projects/organizations (e.g. directors of the partners organizations).

How did the program design/strategies influence the sustainability of the results?	Critical review of the Theory of Change	<ul style="list-style-type: none"> <li>• OD4D Theory of Change</li> <li>• OD4D.net and IO DC resources</li> <li>• Program report (2015)</li> <li>• Interviews with program management &amp; key informants</li> </ul>
To what extent was the program design (e.g. its priorities and choices) <u>relevant</u> and <u>responsive</u> to the development and socio-cultural contexts?	Analysis of how context has been addressed in programming n	<ul style="list-style-type: none"> <li>• OD4D.net and IO DC resources</li> <li>• Program Document</li> <li>• OD4D Theory of Change</li> <li>• Interviews with program management &amp; key informants</li> </ul>

*Table 10: Component 2: program design*

### 3.3 Component 3: Program Management

Program management is the key element of process for transforming a set of inputs/resources, within a given program architecture (design, logic), into the desired results. The evaluation examined how the OD4D program team, supported by the institutional donors and key partner/network actors, managed the implementation of the program. In particular, it will assess the program's efficiency towards achieving expected results and its coherence of the choices made (with program design) during implementation. Besides documentation and interviews, it was also important to consider the institutional, technological and global contexts during the 2014-2016 period.

Since OD4D is a network as well as a portfolio of projects, this component of the evaluation will also look at the overall network's characteristics to generate some knowledge on how the network has contributed to the program's achievements.

Component 3: Program Management		
Guiding Questions	Focus/Approach	Methods and Sources
To what extent has the program's management (governance, management, coordination and implementation) been efficient given its intended results?	Analyses of <ul style="list-style-type: none"> <li>• Decision making style/principles</li> <li>• Extent of program design guiding implementation</li> </ul>	<ul style="list-style-type: none"> <li>• Program documents &amp; reports</li> <li>• Interviews with program management (including donors) &amp; key informants.</li> </ul>

		<ul style="list-style-type: none"> <li>• Synthesis of evaluation findings</li> </ul>
What have been the strengths and weaknesses of the program’s management and governance arrangements?	Same as above	<ul style="list-style-type: none"> <li>• Program documents &amp; reports</li> <li>• Interviews with program management (including donors) &amp; key informants</li> </ul>
How coherent was the program implementation with its design (e.g. program logic/assumptions)?	<ul style="list-style-type: none"> <li>• Qualitative and quantitative mapping of program activities and outputs</li> <li>• Divergences from initial program design and rationale for them (context, risks)</li> </ul>	<ul style="list-style-type: none"> <li>• Program document and reports</li> <li>• Interviews with program management informants</li> <li>• Synthesis of evaluation findings</li> </ul>
What is the configuration of the OD4D network? Does it function adequately?	<ul style="list-style-type: none"> <li>• Social Network Analysis<sup>37</sup></li> <li>• Collaborative actions and network governance</li> </ul>	<ul style="list-style-type: none"> <li>• Program documents and reports (incl portfolio)</li> <li>• Project documents</li> <li>• Actors’ web sites</li> </ul>

*Table 11: Component 3: program management*

### **3.4 Component 4: Policy / Agenda Incidence**

Open Data is a new field and the RfP indicated particular interest in examining to what extent the program has had an influence on policies and agendas, whether at the national, regional or global domains. Learning derived from the program actions will be useful for advancing future policy-related interventions by the OD4D network stakeholders and other organizations.

The assessment of policy influence by development interventions must reflect on a broad term of activities and span the entire research-to-policy process. The evaluation used an IDRC description of a policy incidence concept which includes (i) the expansion of policy capacities; (ii) broadening policy horizons (via new ideas, accessible knowledge), and (iii) affecting policy regimes.

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<sup>37</sup> The evaluation did not succeed in obtaining sufficient data to allow for this analysis. A survey was designed and circulated, but it was answered by less than the organizations required.

Component 4: Policy Incidence		
Guiding Sub-Questions	Focus	Methods and Sources
To what extent, and in what ways, the OD4D program has been relevant to advance national and regional open data policies and influenced agenda setting? On the introduction of open data elements into development policies?	<ul style="list-style-type: none"> <li>• Building policy capacities (reflected on incidence in actors)</li> <li>• Expanding policy horizons</li> <li>• Incidence in policy regimes and agenda <sup>38</sup> (national, regional, global)</li> </ul>	<ul style="list-style-type: none"> <li>• IODC and OD4D network resources</li> <li>• UN documentation</li> <li>• Interviews (interviews) with key informants</li> <li>• Synthesis of evaluation findings</li> <li>• Observation of key conferences: OGP, Condatos, and World Data Forum</li> </ul>
How influential has the OD4D program been to insert OD into the global development agenda?	<ul style="list-style-type: none"> <li>• Expanding policy horizons</li> <li>• Incidence in policy regimes and agenda (national, regional, global)</li> <li>• Expansion of Open Development concept into intl development arena/context <sup>39</sup></li> </ul>	<ul style="list-style-type: none"> <li>• UN SDG resources</li> <li>• Open Development resources</li> <li>• interviews with key informants</li> <li>• Synthesis of evaluation findings</li> </ul>

Table 12: Component 4: policy incidence

### 3.5 Component 5: Gender

One of the program-wide objectives of the OD4D was to incorporate gender equality policies in the grant activities and develop common mechanisms to take gender considerations into account. Given the relatively early stage of Open Data initiatives, there was particular interest in exploring how gender factors have been introduced into programming, and what the outcomes have been, and EQ5 was dedicated to that issue.

In this regard, reviewing the sex-disaggregation of relevant indicators is only a first, insufficient step. The aim was to explore how OD had been harnessed to bring about increased gender equity,

<sup>38</sup> Whether formally (e.g. laws), or through effective instruments (e.g. regulations, protocols, portals, etc.)

<sup>39</sup> Including the evolution of UN Global Partnership for Sustainable Development Data

and how the program had helped build capacities and empower program stakeholders in promote gender-inclusive interventions.

<b>Component 5: Gender</b>		
<b>Guiding Questions</b>	<b>Focus</b>	<b>Sources</b>
How well has the initiative incorporated gender analysis and gender sensitive outcomes into the programming?	<ul style="list-style-type: none"> <li>• Analysis of portfolio with gender monitoring tool</li> <li>• Shared understanding of gender-responsiveness</li> <li>• Gender analysis/ programming capacities</li> </ul>	<ul style="list-style-type: none"> <li>• Project documents</li> <li>• Interviews/Synthesis of evaluation findings</li> </ul>
How can gender programming be strengthened in the future OD-related activities?	<ul style="list-style-type: none"> <li>• Review of gender programming experiences from other programs</li> <li>• Comparative exploration of gender ‘targeting’ vs. ‘mainstreaming’ approaches</li> </ul>	<ul style="list-style-type: none"> <li>• interviews</li> <li>• Synthesis of evaluation findings</li> <li>• Literature review</li> </ul>

*Table 13: Component 5: gender*

### ANNEX III: LIST OF INFORMANTS INTERVIEWED

Informant	Organization
<b>Program partner/grantee/participant</b>	
Jose M. Alonso	Web Foundation / OGP OD Working Group co-Chair
Katelyn Rogers	Open Knowledge International
David Selassie Opoku	Open Knowledge International
Fiona Smith	Open Data Institute
Richard Stirling	Open Data Institute
Joel Gurin	Centre for Open Data Enterprise
Fabrizio Scrollini	ILDA
Lejla Sadiku	ODECA
Michael Canares	Open Data Lab Jakarta / Web Foundation
Francois Van Schalkwyk	Web Foundation / Stellenbosch University
Maurice McNaughton	Caribbean Open Institute
Michelle McLeod	University of the West Indies - COI
Muchiri Nyaggah	Africa Open Data Network / Africa OD Collaborative Fund
Ania Calderón Mariscal	Open Data Charter / Government of Mexico
Cedric Lambion	School of DataKI
Stephen Walker	OGP OD Working Group co-Chair/ Government of Canada
Mike Mora	Red GeALC / Organization of American States
Jorge Patiño	UN Economic Commission for Latin America and the Caribbean (ECLAC / CEPAL)
Paulina Bustos Arellano	Civica Digital
Yeama Thompson	ODLN Sierra Leone
Natalia Carfi	ODLN Argentina representative / IODC2018 Org. Team
Enrique Zapata	ODLN – Mexico representative
Alexey Vyskub	ODLN – Ukraine representative
Andre Laperriere	GODAN
Tim Davies	Open Data Services Co-operative / University of Southampton
Andrew Young	The GovLab / NYU Tandon School of Engineering
<b>External stakeholder</b>	

Martin Hilbert	University of California at Davis
Anriette Esterhuysen	Association for Progressive Communications
Dozie Ezigbalike	UN Economic Commission for Africa
Serge Kapto	UNDP
Bill Anderson	Development Initiatives Poverty Research / IATI Initiative
Abhinav Bahl	OpenGovPartnership
Tom Orrell	Publish What You Fund
Marc Garriga	Desidedatum
<b>Program donors/management</b>	
Amparo Ballivian	World Bank - Open Government Data working group
Craig Hammer	World Bank Institute - Global Media Development program.
Ruhiya Seward	IDRC (Networked Economies program)
Yohanna Loucheur	Global Affairs Canada
Laurent Elder	IDRC (Networked Economies program)
Fernando Perini	OD4D program mgmt (IDRC)
Katie Clancy	OD4D program mgmt (IDRC)

*Table 14: Informants interviewed*

## ANNEX IV: INTERVIEW SCRIPT FOR PARTNER/GRANTEE

**Date/interviewer:**

**Name of informant /organization:**

1. Briefly describe your project(s)
  1. What did it achieve? Main activities, planned actions/outputs, expected outcomes. etc.
  2. Types of actions carried out: advocacy/lobbying, training, coding, implementing, granting, research, etc.

### Q1 – Results of the OD4D program

2. About your project:
  1. Did it mostly generate products (outputs – check Q1.3), or did it move further into creating changes (outcomes – check Q1.4) in social/political/technological structures?
  2. Will the effects (or outcomes) of your project be economically / socially / technically sustainable?
3. (Outputs) Did your OD4D supported actions produce any:
  1. Open dataset: public, private
  2. Open data tool / application: scrapping, storing, visualizing
  3. Open data organization: startup, network, etc.
  4. Events: advocacy, laws/regulation, networking, training, hackathon, etc.
4. (Outcomes) Did contribute to any of the following outcomes (pls provide a simple example):
  - O1: Broad political commitment to high quality open data principles.
  - O2: Strengthened capacity of leaders to produce and use open data effectively.
  - O3: Tested innovations that solve major sustainable development challenges.
  - O4: Broad adoption of good practices and use-centric open data standards.
  - O5: Effective measurement and evaluation mechanisms in open data activities.
5. Were there any changes in the intended work for your project? If so, were they a result of evolving program strategy or what were the reasons?
6. Any unexpected results (positive or negative)?

### Q2 – Program design/logic

7. Were you involved in the design of the program?

8. Which aspects parts of the design do you are more / less conducive to achieving the program objectives?
9. Did the program design/strategies (eg. priorities, choices, etc.) contribute in any way to sustainability of results?
10. Were they relevant to the present context (eg. development, socio-cultural, political contexts)?
11. (impacts) Will your project have any significant impact on:
  - o I1: increased transparency and accountability of governments?
  - o I2: enhanced innovation, service delivery and economic development?
  - o I3: improved well-being of the poorest and most marginalized?

### **Q3 – Program management/implementation**

12. To what extent has the program's management (e.g. governance, management, coordination, etc.) has affected the efficiency of your project? Of the program overall?
13. Was the style of project management/implementation coherent with its design (or logic)?
14. How has the OD4D network functioned? Is it properly configured as per the OD4D objectives?
15. Let's explore your position in the OD4D network. Pls briefly state what relationships you may have established, with:
  - a. Other partners
  - b. Sub-grantees
  - c. Target beneficiaries/communities
  - d. Program management

### **Q4 – Policy incidence**

16. Has your project had any incidence on national/international open data policies and agenda setting? Has the overall OD4D program?
  1. Formal (e.g. laws)
  2. Effective (e.g. regulations, protocols, portals, etc.)
  3. On actors (number; commitment; power shifts)
17. Has your project had any incidence on introducing open data elements into development policies/agenda (including the SDGs)?

### **Q5 – Gender**

18. How did you project take into account gender analysis and gender-sensitive results?
19. Was the project, for the most part: (i) gender blind, (ii) women incidental, (iii) sex-disaggregated, (iv) women inclusive and (v) gender transformative

20. Were there any instances of support from the program on gender issues? Any suggestions on how it could work better in the future?

### **Q6 – Steps forward**

21. What's next

- a. Sectoral work, focus on solutions, demand side
- b. How to mainstream, embed, institutionalize
- c. Reusability, sustainability, scalability
- d. Networks, collaborations, create spaces, asset mapping
- e. Regional/global networks/actions vs. local equilibrium
- f. Work with specialists/intermediaries (e.g. data journalists, developers)
- g. Research

## ANNEX V: INTERVIEW SCRIPT FOR EXTERNAL STAKEHOLDERS

**Date/interviewer:**

**Name of informant /organization:**

1. Briefly describe your organization and its involvement in Open Data
  - Achievements? Main activities, planned actions/outputs, expected outcomes, etc.
  - Types of work: advocacy/lobbying, training, coding/application development, granting, research, etc.

### Q1 – Results of the OD4D program

2. Are you familiar with the OD4D program supported by mainly by IDRC and the World Bank?

Are you aware of some of the work carried out under the OD4D program by organizations like ODI, Web Foundation, Open Knowledge Foundation, ILDA, Caribbean Open Institute, etc.?

3. If so, can you point to any specific outputs?
  - Open dataset: public, private
  - Open data tool / application: scrapping, storing, visualizing
  - Open data organization: startup, network, etc.
  - Events: advocacy, laws/regulation, networking, training, hackathon, etc.
4. Also, do you the program work is making any contributions to any of the following outcomes?
  - O1: Broad political commitment to high quality open data principles.
  - O2: Strengthened capacity of leaders to produce and use open data effectively.
  - O3: Tested innovations that solve major sustainable development challenges.
  - O4: Broad adoption of good practices and use-centric open data standards.
  - O5: Effective measurement and evaluation mechanisms in open data activities.
5. Did you participate in the IO DC 2015 or 2016 conferences? If so, what were your impressions about them?

**Q2 – Program design/logic**

6. How significant do you think is the Open Data and more generally Openness for international development?
7. (impacts) Do you think Open Data can have significant impacts in any of the following areas:
  - I1: increased transparency and accountability of governments?
  - I2: enhanced innovation, service delivery and economic development?
  - I3: improved well-being of the poorest and most marginalized?
8. From what you know about the OD4D program, do you think it is relevant to the developmental context?
9. What would you recommend to change in the program goals or vision for a future phase?
  1. Do you think that it fulfilled its potential?
  2. Do you think the OD4D network is sustainable? Can it /should it expand?
  3. How can it best contribute to the evolving Open Data / Open Development movement?

**Q3 – Program management/implementation**

10. Do you recognize the OD4D brand?
11. Have you worked together with any organization within the OD4D network? With a OD4D network-wide initiative? If so, what has been your experience?
12. What are presently the main institutional players working on the topic of Open Data (and more generally Openness)?
13. What attributes do you think an institutional network working on Open Data and Openness should have?
14. What feature do you value most in institutional networks working on international development?

**Q4 – Policy incidence**

15. What is in your opinion the state of Open Data policies, and the trends in their evolution?

16. Is Open Data having any influence on development policies/agenda, including at the global level, such as the SDGs?

#### **Q5 – Gender**

17. What is your organization's experience with gender strategies?-sensitive programming?

18. What are practical ways to enhance personal and institutional capacities for adequately addressing gender in development programs/initiatives?

#### **Q6 – Steps forward**

19. With a lookout to 2020, what do you think are key issues to be worked on for advancing the positive effects (and mitigating negative ones) of Open Data in development?

- Sectoral work, focus on solutions, demand side
- How to mainstream, embed, institutionalize
- Reusability, sustainability, scalability
- Networks, collaborations, create spaces, asset mapping
- Regional/global networks/actions vs. local equilibrium
- Work with specialists/intermediaries (e.g. data journalists, developers)
- Research

## ANNEX VI: INTERVIEW SCRIPT FOR PROGRAM STAFF / DONORS<sup>40</sup>

**Date/interviewer:**

**Name of informant /organization:**

1. Why did your organization support the OD4D program? What do you think were the main reasons?

### Q1 – Results of the OD4D program

2. (Outputs) What were the key outputs? How did outputs compare to expectations?
  1. Open dataset: public, private
  2. Open data tool / application: scrapping, storing, visualizing
  3. Open data organization: startup, network, etc.
  4. Events: advocacy, laws/regulation, networking, training, hackathon, etc.
3. (Outcomes) To what extent did the program achieve its intended outcomes?
  - O1: Broad political commitment to high quality open data principles.
  - O2: Strengthened capacity of leaders to produce and use open data effectively.
  - O3: Tested innovations that solve major sustainable development challenges.
  - O4: Broad adoption of good practices and use-centric open data standards.
  - O5: Effective measurement and evaluation mechanisms in open data activities.
4. To what extent has documented evidence support the claims of outcomes? Any problem spots?
5. How were outputs/outcomes affected by changes in program strategy? (e.g. due to the evolution of the strategy itself, changes in Open Data and external environments, etc.)
6. Any significant unexpected results (positive or negative)?

### Q2 – Program design/logic

7. Which aspects parts of the design do you think were more / less relevant to achieving program results?

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<sup>40</sup> Includes staff of donor organizations not involved in day-to-day program management (mainly WB, GAC, DFID)

8. How did the program design/strategies (eg. priorities, choices, etc.) contribute to sustainability (economically, socially, technically, institutionally, etc.)?
9. To what extent was the program design (e.g. its priorities and choices) relevant and responsive to the development and socio-cultural contexts?
10. (impacts) What do you think the program's short and mid-term impacts will be, in terms of:
  - I1: increased transparency and accountability of governments?
  - I2: enhanced innovation, service delivery and economic development?
  - I3: improved well-being of the poorest and most marginalized?
11. Based on what has actually happened in the program, in hindsight what would you have changed in its design?
  1. Do you think that it led where you expected?
  2. Do you envision a fork/spin off/institutionalization of the program or some of its parts?

### **Q3 – Program management/implementation**

12. To what extent has the style of program implementation (through its governance, management, coordination, etc.) has influenced the efficiency of the program?
13. What have been the easier/smooth aspects of program implementation? And what were the most challenging ones?
14. Was the style of project implementation coherent with its design/logic?
15. Do you think the program is it is socially sustainable (socially, institutionally, financially, technologically) the way it is evolving? How has program management (eg. decisions, resource handling, changes etc.) contributed to its sustainability?
16. About the OD4D networks.
  1. Was there a deliberate model chosen for the OD4D network? Any network management style?
  2. How did the OD4D network function?
  3. What could make work better in the future? Is it sustainable?

### **Q4 – Policy incidence**

17. What influence has the OD4D program had on OD policy, through:
  1. Building policy capacities (reflected on incidence in actors)?
  2. Expanding policy horizons?

3. Incidence in policy regimes<sup>41</sup> and agenda (national, regional, global)?
18. Has your project had any incidence on introducing open data elements into development policies/agenda, including at the global level, such as the SDGs?
19. From the accumulated experience of the program, what have been some of the key learning about effective policy incidence in the OD environment?

#### **Q5 – Gender**

20. How has the program as a whole incorporated gender analysis and gender-sensitive programming/outcomes?
21. What was the intended / actual gender strategy for the program?
22. Do most partners and grantees have adequate sufficient gender programming capacity? What may be the most effective vehicles to strengthen it?
23. How can gender programming be strengthened in future OD-related activities?

#### **Q6 – Steps forward**

24. With a lookout to 2020, in terms of program mechanism and outcomes
  1. What would be desirable?
  - 2.
  3. What may be realistically achievable?
    - Sectoral work, focus on solutions, demand side
    - How to mainstream, embed, institutionalize
    - Reusability, sustainability, scalability
    - Networks, collaborations, create spaces, asset mapping
    - Regional/global networks/actions vs. local equilibrium
    - Work with specialists/intermediaries (e.g. data journalists, developers)
    - Research

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<sup>41</sup> Whether formally (e.g. laws), or through effective instruments (e.g. regulations, protocols, portals, etc.)

## ANNEX VII: PARTNERS/PROJECTS LIST

Partner / Initiatives		Grantee(s) and main contact	Regions	Work of Interest and Key Activities
<b>OD4D Regional Hubs</b>				
<b>Caribbean Open Institute (COI)</b>	OD4D's Caribbean work is coordinated by the Caribbean Open Institute (COI). The Caribbean Open Institute (COI) is a regional coalition of individuals and organizations that promotes open development approaches to inclusion, participation and innovation within the Caribbean, using open data as a catalyst. There focus is on: advocacy, awareness, and engagement with public sector stakeholders on Open Government and Open Data; evidence of the potential impacts of Open Data initiatives through demand-side research initiatives in various thematic sectors; and capacity building in data literacy, competence and application as an essential component of Caribbean development. The World Bank has also made direct contributions to COI activities.	<b>University of the West Indies</b> Maurice McNaughton <a href="mailto:mmlmcnaughton@gmail.com">mmlmcnaughton@gmail.com</a>  <a href="http://caribbeanopeninstitute.org/">http://caribbeanopeninstitute.org/</a>	The Caribbean	Community mapping, economic value of open data, open data and ariculture
<b>ILDA (Latin American Open Data Initiative)</b>	The Latin American Open Data Initiative ( <i>Iniciativa Latinoamericana de Datos Abiertos</i> ) is an innovation and research hub. It explores the opportunities and challenges of using open data to prevent and solve development problems. Working in coordination with governments, the private sector and civil society, these initiatives explore how to catalyse demand for open data to achieve development goals across the region.	<b>Avina Foundation</b> <b>OAS</b> <b>UN-ECLAC</b>  Fabrizio Scrollini <a href="mailto:fabrizio@idatosabiertos.org">fabrizio@idatosabiertos.org</a>  <a href="http://idatosabiertos.org/">http://idatosabiertos.org/</a>	Latin America	Open data and health, capacity building, work with governments, regional hub

<b>Open Data in East Europe and Central Asia (ODECA)</b>	<p>Open Data in Europe and Central Asia (ODECA) is a platform to support government representatives, civil society activists, tech activists and citizens that care about and work with open data. The network covers 18 countries in the region and aims to stimulate innovation, knowledge sharing and learning among practitioners and aficionados of open data regionally and globally.</p>	<p><b>UNDP</b>          Lejla Sadiku <a href="mailto:lejla.sadiku@undp.org">lejla.sadiku@undp.org</a>  <a href="http://www.odecanet.org/">http://www.odecanet.org/</a></p>	Eastern Europe and Central Asia	Hackathons, youth and open data, G20 open data work
<b>Africa Open Data Network</b>	<p>One of OD4D's newest hubs, the Africa Open Data Network (AODN) is responsible for coordinating the program's work in Africa. AODN aims to scale the development impact of open data initiatives in Africa through promoting the adoption of improved open data principles, best practices, policies, partnerships, and use. The AODN emerges from collaborative processes which goes back to the establishment of the Africa Data Consensus. It will be supported with additional capacity building and innovation-oriented activities, building on existing OD4D work in Africa, including efforts led by OKI, ODI and WF.</p>	<p><b>LDRI</b> (Local Development Research Initiative, Kenya)          Muchiri Nyaggah          &lt;muchiri@developlocal.org&gt;  <a href="http://africaopendatanetwork.org/">http://africaopendatanetwork.org/</a></p>	Africa	
<b>Open Data Hub in the Middle East and North Africa (MENA)</b>	<p>OD4D's newest regional hub is in the MENA region. Their work aims to strengthen research and advocacy capacity of the open data community in the MENA region to help address the long-lasting development challenges. This work will also support innovation in different fields, as well as build stronger connections with international open data initiatives and partners.</p>	<p>Access to Knowledge for Development (<b>A2K4D</b>) Center          American University, Cairo.</p>		

OD4D Global Partners				
<b>The Open Data Institute</b>	The Open Data Institute has a network of members, collaborators, governments and critical friends around the world who are helping to achieve our mission to equip, connect and inspire people to innovate with data. The ODI is working to promote open data as a tool for global development. ODI delivers support programmes in developing countries, conducts research, and helps develop recommended practices and policies when applying open data to help solve development challenges.	<b>ODI</b>  Richard Stirling <a href="mailto:richard.stirling@theodi.org">richard.stirling@theodi.org</a>  <a href="http://theodi.org/">http://theodi.org/</a>	Global, Africa	Open Data Leaders Network
<b>Open Knowledge International</b>	Open Knowledge International is a worldwide non-profit network of people working on openness and using advocacy, technology and training to unlock information and enable people to work with it to create and share knowledge. Their mission is to see enlightened societies around the world, where everyone has access to key information and the ability to use it to understand and shape their lives; where powerful institutions are comprehensible and accountable; and where vital research information that can help us tackle challenges such as poverty and climate change is available to all.	<b>OKI</b>  Katelyn Rogers <a href="mailto:katelyn.rogers@OKI.org">katelyn.rogers@OKI.org</a>  <a href="https://OKI.org/">https://OKI.org/</a>	Global, Africa	School of Data
<b>Web Foundation</b>	The Web Foundation blends advocacy, cutting-edge research, and practical innovation to build a better Web for all. Working in partnership with over 160 organisations, we reach into 70 countries, affecting over 2 billion people. In the past two years, our work has changed policies and practices for the better in more than 10 countries, and weâ€™ve helped hundreds of thousands of	<b>Web Foundation</b>  'Jose M. Alonso' <a href="mailto:josema@webfoundation.org">josema@webfoundation.org</a>  <a href="http://webfoundation.org/our-work/projects/open-data-in-developing-countries/">http://webfoundation.org/our-work/projects/open-data-in-developing-countries/</a>	Global, regional research	Research OD Barometer, OGP ODWG co-chair

	ordinary Web users everywhere to have their voices heard.			
<b>Center for Open Data Enterprise (CODE)</b>	The mission of the Center for Open Data Enterprise is to maximize the value of open data as a public resource that anyone can use. Their user-centered approach aims to improving the open data ecosystem in three ways. They map the uses of open data from around the world; convene data users and providers to identify challenges and opportunities; and implement solutions driven by user input.	<b>CODE</b>  Joel Gurin <a href="mailto:joel@odenterprise.org">joel@odenterprise.org</a>  <a href="http://opendataenterprise.org/map.html">http://opendataenterprise.org/map.html</a>	Global	
<b>OD4D Regional Partners</b>				
<b>Jakarta Lab</b>	<p>The Web Foundation Jakarta Lab aims to accelerate progress and ensure that open data rapidly becomes a vital tool to tackle practical problems in developing and emerging economies. As a regional hub/network, it engages in a range of thematic areas with partners across the region through research, incubation, training and innovation projects. The Ford Foundation and many other donors have contributed to the establishment of the Jakarta lab.</p> <p>In partnership with the OD4D network, the Jakarta Lab coordinated an open data strategy for the region, dubbed as Open Data Asia 2020, which articulates what the state of open data should be in the region by 2020 – and how this can be jointly achieved by the different stakeholders involved, which include governments, businesses, and civil society organisations.</p>	<b>Web Foundation</b>  Michael Canares <a href="mailto:michael@jakarta.labs.webfoundation.org">michael@jakarta.labs.webfoundation.org</a>  <a href="http://labs.webfoundation.org/projects-2/open-data-asia-2020/">http://labs.webfoundation.org/projects-2/open-data-asia-2020/</a>	Asia	Open data and cities

OD4D Global Initiatives				
<b>Open Data Charter</b>	<p>The Open Data Charter was set up as a Global Multi-Stakeholder Action Network with two types of leading members: Stewards and Lead Stewards. Members of these two groups form different working groups according to their interests.</p> <p>OD4D has funded the incubation of the Open Data Charter through the Open Government Partnership (OGP) Open Data Working Group (ODWG), the establishment of a group of lead Stewards at IODC, Ottawa and the consultations leading to its launch. Jointly investing with the Omidyar Network, OD4D has helped establish a secretariat and the OD4D network has contributed significantly to the development of its Resource Center. Members of the OD4D Network have been key stewards of the Open Data Charter, promoting a stronger commitment to open data principles around the world.</p>	<p>Ania Calderón  <a href="mailto:ania@opendatacharter.org">ania@opendatacharter.org</a></p> <p>(former coordinator - Sanjeev Khagram  <a href="mailto:sanjeevkhagram@gmail.com">sanjeevkhagram@gmail.com</a> )</p> <p><a href="http://opendatacharter.net/">http://opendatacharter.net/</a></p>	Global Network	
<b>OGP Open Data Working Group</b>	<p>The mission of the OGP Open Data Working Group is to identify and share good practices to help OGP governments implement their commitments and develop more ambitious and innovative action plans related to open data. The Open Data Working Group is jointly coordinated by government and civil society anchors.</p>	<p><b>Web Foundation            Government of Canada</b></p> <p>Government anchor: Stephen Walker,            Treasury Board Secretariat, Government of Canada  <a href="mailto:stephen.walker@tbs-sct.gc.ca">stephen.walker@tbs-sct.gc.ca</a></p> <p>Civil society anchor: José M. Alonso, Web Foundation  <a href="http://www.opengovpartnership.org/groups/opendata">http://www.opengovpartnership.org/groups/opendata</a></p>	Global Network	

<b>International Open Data Conference (2015 and 2016)</b>	<p>OD4D has acted as co-host of the International Open Data Conference (IODC) in both 2015 and 2016, leading the development of the conference agenda and key pre-events. OD4D revitalized the conference as a key gathering for the open data community with a significant financial contribution to IODC in Ottawa in 2015. IODC 2016 in Madrid was principally funded by the Government of Spain</p> <p>IODC Travel and Roadmap Global / Funding travel to IODC, research project</p>	<p><b>IDRC</b> Fernando Perini <a href="mailto:fperini@idrc.ca">fperini@idrc.ca</a></p> <p><b>Civica</b> <a href="https://civica.digital/">https://civica.digital/</a> Paulina Bustos Arellano <a href="mailto:paulina@civica.digital">paulina@civica.digital</a></p> <p><a href="http://opendatacon.org/">http://opendatacon.org/</a></p>	International Event	
<b>Open Data Barometer</b>	<p>OD4D - and its predecessor, the Open Data in Developing Countries (ODDC) project - contributed to the Barometer since its first edition. Together with the Omydiar Network (ON), OD4D is a major contributor to the Open Data Barometer (ODB) in 2016. In addition to providing financial resources, the OD4D network – primarily our regional hubs – are the main contributors to the ODB regional analyses.</p>	<p><b>WF</b></p> <p><a href="http://opendatabarometer.org/">http://opendatabarometer.org/</a></p>	Global project	
<b>Open Data Index</b>	<p>OD4D has supported the improvement of the Open Data Index since 2014, including methodological improvements and alignment with other measurement tools. Our regional nodes helped to expand the reach and crowdsourced data collection which is essential to develop the Index.</p>	<p><b>OKI</b></p> <p><a href="https://index.OKI.org/">https://index.OKI.org/</a></p>	Global project	

<b>Open Data Impact Map</b>	<p>In addition to the direct contribution to the development of the Open Data Impact Map platform, OD4D nodes are key regional supporters of the map, in particular through contributing use cases for the global platform.</p>	<b>CODE</b>  <a href="http://www.OpenDataImpactMap.org">www.OpenDataImpactMap.org</a>	Global Project	
<b>IATI Meetings</b>	<p>IATI's Members' Assembly was established in April 2016 as part of new governance arrangements agreed at IATI's Steering Committee meeting in December.</p>	<b>UNOPS</b>  <a href="http://www.aidtransparency.net/">http://www.aidtransparency.net/</a>	Global Network	
<b>Open Data Leaders Network</b>	<p>The Open Data Leaders Network (ODLN) was established through an OD4D grant to the Open Data Institute. In 2016, its main contribution is related to support from developing country participants in the international network, while the OD4D nodes have led regionalization of the peer-networks.</p>	<b>ODI</b>	Global network	
<b>The School of Data</b>	<p>School of Data started as a collaboration between OKI and Peer-to-Peer University (P2PU) in 2012. The School of Data Fellowship Programme, was first piloted in 2013 and has now successfully supported 31 Fellows in 25 countries to provide long-term data support to our audiences, in their communities. OD4D has supported the School of Data since 2014. SoD has had support from donors, including the Hewlett Foundation, Hivos and Open Society Foundation (OSF)</p>	<b>OKI</b>  Cédric Lombion <a href="mailto:cedric.lombion@OKI.org">cedric.lombion@OKI.org</a> (former manager - Marco Pires; <a href="mailto:marco.pires@OKI.org">marco.pires@OKI.org</a>  <a href="http://schoolofdata.org/">http://schoolofdata.org/</a>	Global Network	

*Table 15: List of partners and projects*

**ANNEX VIII: PRODUCTS LIST**

Results	Expected Dec 2016	Achieved Dec 2016	Details
R1 Consolidated OD4D multi-stakeholder regional initiatives	5	5 <sup>42</sup>	<ul style="list-style-type: none"> <li>• ILDA</li> <li>• COI</li> <li>• ODECA</li> <li>• AODN</li> <li>• ODMENA</li> </ul>
R2 Significant OD4D contributions to advance global sectorial efforts	8	8	<ul style="list-style-type: none"> <li>• <b>Agriculture</b> : Guide, global challenge and IODC activities with GODAN and ODI; research and networking through COI, WF Africa and AODN</li> <li>• <b>Aid Data</b>: Contribution to IATI event in Ottawa and support to its efforts to increasing open data use.</li> <li>• <b>Cities</b>: Research and interventions in Latin America and Asia; 1<sup>st</sup> Open Cities Summit setting global agenda; OD4D publication on OD and Resilient Cities with ODI/Open North</li> <li>• <b>Procurement</b>: Research in Latin America leading to regional initiative and selection of ILDA as node for LAC; emerging activities in ECA; pre-event at IODC; Open Contracting data package.</li> <li>• <b>Anti Corruption</b>: ODECA hosted G20 Summit Meeting on Open Data Principles and Anti-Corruption; WF supported research supporting Panama Paper investigations and Open Corporates Initiative</li> <li>• <b>Elections</b>: ODI supported government real-time data on Burkina Faso election leading to 3M views in two days; experience documented and standard started to be replicated in other countries, such as Zambia, via a partnership with IFES/ IDEAS International.</li> </ul>

<sup>42</sup> The Jakarta Open Lab, managed by WF, has served some functions to coordinate support to various actors in Asia-Pacific, but was already established prior to the start of OD4D and it is not considered as an explicit hub.

			<ul style="list-style-type: none"> <li>• <b>National Statistics:</b> Significant engagement of NSO in regional debates, particularly in the Caribbean and Africa (Data Revolution Report); together with Open Data Watch, organization of debates at IODC leading to action plan at 1<sup>st</sup> World Data Forum to includes measures to incorporate openness among the principles of official statistics</li> <li>• <b>Fiscal Transparency:</b> Research and interventions with open and participatory budgeting contributed to the uptake of standards and good practices in Latin America, Caribbean, Africa and Asia - highlighted in IODC and other regional events; ‘Caring for my Neighborhood’ initiative in Sao Paulo (Brazil) received a national award</li> </ul>
R3 Governments that received significant support to improve the quality and ambition of open data plans and their implementation	9	14	<ul style="list-style-type: none"> <li>• Tanzania (ODI)</li> <li>• Burkina Faso (ODI)</li> <li>• Liberia (ODWG)</li> <li>• Sierra Leone (ODI)</li> <li>• Serbia (ODECA)</li> <li>• Macedonia (ODI/ODECA)</li> <li>• Kyrgyzstan (ODECA)</li> <li>• Phillippines (ODWG)</li> <li>• Peru (ILDA)</li> <li>• El Salvador (ILDA)</li> <li>• Colombia (ILDA)</li> <li>• Peru (ILDA)</li> <li>• Costa Rica (ILDA)</li> <li>• Uruguay (ILDA)</li> </ul>
R4 Public servants who have received online and offline training and peer support	200	844	2015: 702  2016: 140 OAS etraining = 79 (32 Female, 47 Male) ODI Leaders = 16 ODI Balkans = 7

<p>R5 OD4D contributions to standards<sup>43</sup> and applications that significantly scale impact in developing countries (in at least 3 countries)</p>	<p>8</p>	<p>5 completed projects + 13 pilots</p>	<p>ODI leaders summit = 40</p> <ul style="list-style-type: none"> <li>• Atuservicio.uy, Uruguay; an online platform to help citizens decide among healthcare providers in the country</li> <li>• Data modeling oil contracts (Namibia)</li> <li>• Data Harvest API; the Caribbean; Scalable platform at the core of the Agriculture Digital Service strategic initiative that facilitates the sharing of agricultural data across the government agencies and with the tech community</li> <li>• Cuidando do meu bairro 2.0, Sao Paulo, Brazil; ('Caring for my Neighborhood', see above); project to understand the use of open data for budget accountability in the city of Sao Paulo.</li> <li>• Burkina Faso election</li> </ul> <p><u>Pilots</u></p> <ul style="list-style-type: none"> <li>• Edo AgriHub, Nigeria. Platform repository of farming and produce data from across the Edo State in Nigeria</li> <li>• AgroCheck mobile app, Jamaica; helps police trace the provenance of agricultural produce to establish if it has been legally obtained and transported.</li> <li>• AfroLeadership, Cameroon - publish spending data, develop OD training modules</li> <li>• Crowdsourcing zip codes in Mexico; building zipcode infrastructure in Mexico City to ensure even the most remote areas have zip codes.</li> <li>• Women Environmental Programme, Nigeria - data collection in local government of Abuja for availability/quality of services and infrastructure</li> </ul>
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<sup>43</sup> It is difficult sometimes to tell the difference between standards and applications, as many pilots can become real or de facto standards. On the other hand, these evaluators have found that some of the work under R2 (contributions to advance global sectorial efforts) many times include standards. As we have said above, the need to develop a full field has implied that quite often the projects have had an impact at many levels by crossbreeding outputs.

			<ul style="list-style-type: none"> <li>• Association for Freelance Journalists, Kenya; train journalists in data journalism.</li> <li>• Construction Sector Transparency Initiative, Tanzania - construction assessment tool for advocacy groups/journalists</li> <li>• "Bring Open Data to Your School", Argentina; project to improve data literacy and knowledge about open data amongst adolescents through the creation of a mobile application to be used in classrooms alongside teaching.</li> <li>• PetaJakarta.org</li> <li>• VacSeen; to promote tracking vaccines in Benin</li> <li>• Respiraciudad.org; online platform to monitor air quality in three cities in Latin America</li> <li>• PiMaa, Uganda; implementing local environmental sensors for Kampala</li> <li>• August Town Virtual Tour mobile app, Jamaica: digital assets created by interactive community mapping and Open geodata that enable the development of derivative tourism products and services and economic opportunities for the participating communities</li> <li>• HeHe Labs, Rwanda - training materials for social entrepreneurship and mobile development internship</li> </ul>
<p>R6 People from CSOs that participate in OD4D training and capacity building activities (limited to people in developing countries)</p>	<p>500</p>	<p>1031</p>	<ul style="list-style-type: none"> <li>• 362             <ul style="list-style-type: none"> <li>○ Data Journalism training, South Africa. 13, 10</li> <li>○ Data clean up and mapping, Mexico 20, 8</li> <li>○ Dataviz workshop, Istanbul 25, 12</li> <li>○ Municipal Data Expedition, San José, Costa Rica 67, 28</li> <li>○ Data Skills Training for Emergency Response, Philippines 35, 17</li> <li>○ Municipal Data Expedition, Mexico City 72, X</li> <li>○ Open data Party, (visualization, scraping and Mapping), Nigeria 30 10</li> <li>○ School of Data Summer Camp, Ottawa 22, 14</li> </ul> </li> </ul>

			<ul style="list-style-type: none"> <li>• School of data fellows (9 of them, 5 male, 4 female)           <ul style="list-style-type: none"> <li>○ they trained 747 individuals in 2016</li> </ul> </li> </ul>
R7 Developing countries tracked on the state of open data supply and use	50	115	115 OD Barometer (May 2017) 94 OD Index
R8 High-quality evaluations on targeted open data initiatives	12	9 papers 14 publications	<p><b><u>Journal articles - peer-reviewed research output</u></b></p> <p><u>Special issue on Open Data for Social Change and Sustainable Development</u></p> <p><a href="http://www.ci-journal.net/index.php/ciej/issue/view/57?platform=hootsuite">http://www.ci-journal.net/index.php/ciej/issue/view/57?platform=hootsuite</a></p> <ul style="list-style-type: none"> <li>• Open Data Intermediaries in Developing Countries; Francois Van Schalkwyk; Michael Canares; Sumandro Chattapdhyay; Alexander Andrason</li> <li>• Mapping an emergent Open Data eco-system; Michelle McLeod, Maurice McNaughton</li> <li>• User Centred Methods for Measuring the Value of Open Data; Mark Frank, Johanna Walker</li> <li>• Enhancing Citizen Engagement with Open Government Data; Michael Canares; Dave Marcial; Marijoe Narca</li> <li>• Open Data and Subnational Governments: Lessons from Developing Countries; Michael Canares; Satyarupa Shekhar</li> <li>• Open Government Data and Evidence-based Socio-economic Policy Research in India: An overview; Aurelie Larquemin; Jyoti Prasad Mukhopadhyay; Sharon Buteau</li> </ul>

			<ul style="list-style-type: none"> <li>• Researching the emerging impacts of open data: revisiting the ODDC conceptual framework; Tim Davies, Fernando Perini</li> </ul> <p><u>Other journals:</u></p> <ul style="list-style-type: none"> <li>• Albano, Cláudio Sonáglio; Craveiro, Gisele da Silva. (2016) ‘Lessons Learned with the Use of Budget Data in Open Formats: An Exploratory Study in Brazil’s Ecosystem’; Journal of Business and Projects (Brazil), v. 6, n. 3, p. 17-27. ISSN 2236-0972. <a href="http://www.revistagep.org/ojs/index.php/gep/article/view/370">http://www.revistagep.org/ojs/index.php/gep/article/view/370</a>.</li> </ul> <p><b><u>Conference peer-reviewed research output</u></b></p> <ul style="list-style-type: none"> <li>• McNaughton, M. L., McLeod, M. T., McNaughton, M. and Walcott, J. (2016) ‘Open Data as a Catalyst for Problem Solving: Empirical Evidence from a Small Island Developing States (SIDS) Context’, in 2016 Open Data Research Symposium. Madrid, Spain.</li> <li>• Minto-Coy, I., Roberts, L., Hall, B. and McNaughton, M. (2016) ‘Towards Greater Citizen Engagement and Transparency Through Open Budgeting in Jamaica’, in 2016 Open Data Research Symposium. Madrid, Spain.</li> <li>• McLeod, M.T. (2016) “Tourism innovation and interactive community mapping”. 2nd MSBM Business and Management Conference, 9-11 Nov 2016, Kingston</li> <li>• McNaughton, M.L., McLeod, M.T. and Boxill, I. (2014) “Tourism Open Data in Jamaica: an actor network perspective.” 3rd Interdisciplinary Tourism Research Conference, 3–8 June, 2014, Istanbul, Turkey.</li> <li>• McLeod, M. and McNaughton, M. (2015) “A methodological approach for understanding an emergent Caribbean Open Data ecosystem.” Open Data Research Symposium, 27th May 2015, Ottawa, Canada.</li> <li>• McLeod, M. and McNaughton, M. (2015) “Knowledge-based tourism policy formulation, as an application of Open Data in Caribbean</li> </ul>
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			<p>tourism.” ICOT2015, 24-27 June, 2015, Middlesex University, London, UK.</p> <ul style="list-style-type: none"> <li>• Mejabi and Walker - Towards a model of sustainable open data start-ups. Accepted: ODRS16.</li> <li>• Alampay - Harnessing open data for fiscal transparency in local governments in the Philippines. Accepted ODRS16</li> <li>• Canares - From Open data to empowerment: Lessons from Indonesia and the Philippines. Accepted at Power, Politics, and Digital Development Panel, Development Studies Association Conference 2016.</li> <li>• Canares - From smart to open cities: Towards a framework. Accepted at ODRS16.</li> </ul> <p><b><u>Book articles (peer reviewed)</u></b></p> <ul style="list-style-type: none"> <li>• McNaughton, M.L., McLeod, M.T. and Boxill, I. (2016) “Tourism Open Data in Jamaica: an actor network perspective.” In Kozak &amp; Kozak, Tourism and Hospitality Management, UK: Emerald.</li> <li>• Sandra Elene, CIPPEC. Lead research currently in charge of Open Justice project in Ministry of Justice of Argentina; Costa Rican Supreme Court engaged in a dialogue process. Will be published in book "Achieving Open Justice through participation and transparency" <a href="http://www.igi-global.com/book/achieving-open-justice-through-citizen/148515">http://www.igi-global.com/book/achieving-open-justice-through-citizen/148515</a></li> </ul> <p><b><u>For future submission (peer reviewed journal or book)</u></b></p> <ul style="list-style-type: none"> <li>• Andrason and Van Schalkwyk - Open data intermediaries in agriculture. To be submitted to ICEGOV17.</li> <li>• Canares, Yusof, and Meng - Collaborating for open data: building a database for politically exposed persons in Malaysia. To be submitted to ICEGOV2017.</li> </ul>
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R9 Direct and indirect funds to implement global and regional OD4D strategy (CAD)	9,95M	10,1M direct <sup>44</sup>  4,8M indirect	<p><b>Direct (funders' contributions):</b></p> <ul style="list-style-type: none"> <li>• IDRC 4.5M</li> <li>• World Bank 3.2M</li> <li>• GAC 1.0M</li> <li>• INASSA (IDRC/DFID) 1.2M</li> <li>• Others 205K</li> </ul> <p><b>Indirect:</b> (shown are the main contributors, by target/product)</p> <ul style="list-style-type: none"> <li>• Open Data Barometer 1M (Omydiar Foundation)</li> <li>• Open Data Charter 1M (Omydiar Foundation)</li> <li>• ILDA 300K (Fundación Avina)</li> <li>• COI 300K (World Bank)</li> <li>• ODECA 1M (Government of Slovakia)</li> <li>• IODC15 200K (Government of Canada)</li> <li>• IODC16 1M (Government of Spain)</li> </ul> <p>In kind contributions:          CODE 6K CAD          ISeeD – 65K USD          OKI – 15K GBP          ODI – 6K GBP          WF – 25K USD          UNDP – 99K USD</p>
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Table 16: List of products

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<sup>44</sup> OD4D 2016 Annual Report

## ANNEX IX: SUSTAINABILITY

There are a variety of issues influencing the sustainability of the program which have been discussed in the main body of the document. The main recommendations in section 5 were in fact largely framed in terms of increased sustainability. Sustainability in this context not only refers to the financial availability of resources to continue the implementation of the program (into its new phase, until 2020), but also understood to include institutional, social and technical dimensions. We refer in the next paragraphs to this understanding of sustainability and key factors that the evaluation finds that could likely help to make the program more sustainable into the next few years.

Before discussing such factors, however, it should be stated that if sustainability were taken to mean the continuation of benefits from a development intervention after it has been completed (i.e., the probability of continued effects from such an intervention), then the sustainability prospects of the OD4D program are indeed excellent. **The consequences of the work of the program in helping to establish the new field of OD will most likely be lasting into the foreseeable future.**

**One major factor for the program's sustainability will arguably be the consolidation of the OD4D network**, as indicated earlier in the main body of the report. Networks tend to be more resilient to challenges or spot-failures, which is for example the reason behind the architecture of the Internet or other well-known technological networks. Institutional networks rest on the support, commitment and resources of a group of organizations, and not only one or two. Social capital in a network adds to the financial capital available to support its actions, and may indeed become more important than the latter for sustainability's sake.

Moreover, so long as participation in the network provides some of the benefits intended from it (derived in turn largely from network effects), including:

- shared resources (knowledge, finances, tools);
- improved access to information/data;
- greater collaboration;
- mutual support and risk mitigation:
- operational flexibility; and
- improved representativity,

then there will be incentive for its members to continue to participate in it, and the network will remain attractive for others to join.

Thus, the OD4D network's cohesiveness and *esprit d'corps* within a relatively new field in international development, of which it happens to be the largest and most representative network, will be a determinant of sustainability for OD4D. And operationally, it means that improved coordination both horizontally (within regions, at different sectors) and vertically (globally, within a given sector) will be key for the sustainability of the program.

**Another factor that influences OD4D's sustainability are the main partnerships on which the program rests**, by (i) advancing along its lines of action, (ii) expanding the range of activity of the program<sup>45</sup>, and (iii) positioning the program in an important place within international development. The evaluation identified some possible strategic partnerships, i.e. with the OD Charter, the Open Government Partnership and the Global Partnership on Sustainable Development. The first two could be said to be 'organic' to OD4D, as they are presently engaged with the program (and the Charter is largely considered to be one of OD4D's main results), while GPSDD would be an external connection. But the relationships with key partners like the Web Foundation, ODI, OKI, UNDP, etc., are equally important to sustain the momentum and outcomes of the program, and ought to be properly nurtured.

**Becoming more directly, visibly engaged in the Data for Development (D4D) movement is another factor that can enhance the sustainability prospects** of the program, both by incorporating additional partnerships (and nodes to the OD4D network) as well as attracting fresh funding. It is a much larger field that OD for development, and thus there would be multiplier effects by engaging with organizations that work to expand the availability of quality data for developmental purposes, inoculating the 'Openness' attribute into their work. The support that the OD4D program can provide to NSOs, for example, when recognized by some of them, could be in itself a source of extensive activity and fresh new funding. The involvement into building up data capacities, one of the great acknowledged gaps for evidence-based development actions and policies, can also help the program to attract resources while spreading openness into the D4D environment.

Finally, **one central determinant of sustainability which is more related to program processes is an effective knowledge management (KM)**. This is simply because of two reasons. One, knowledge is the main type of asset generated by the program, thus it is strategically important to manage such an asset. Two, KM is the key underlying process for major institutional

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<sup>45</sup> For example, involvement in related and data intensive fields like Big Data, Smart Cities or the Internet of Things, will extend the outcomes and impact of open data on development.

development networks, such as OD4D's. Thus, effective KM has a variety of sustainability-related consequences: (i) a positive influence on the quality of the work supported by the program and carried out by its members, which makes the program perform better; (ii) making the network 'jell' better, contributing to increase its social capital; (iii) communicating better to the outside world (and not just the 'usual suspects') what it is doing and why its work is important for global development, which is bound to attract funders.

**ANNEX X: BIBLIOGRAPHY AND WEB RESOURCES**

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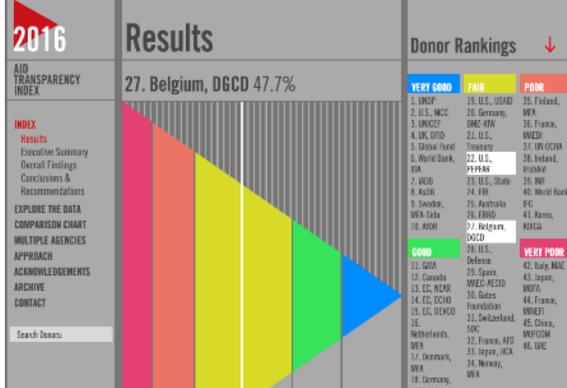
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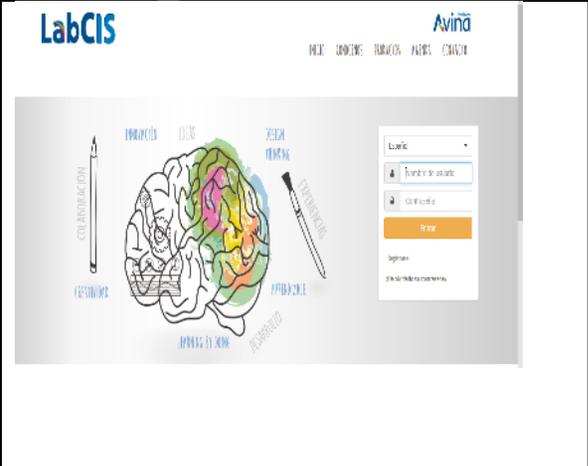
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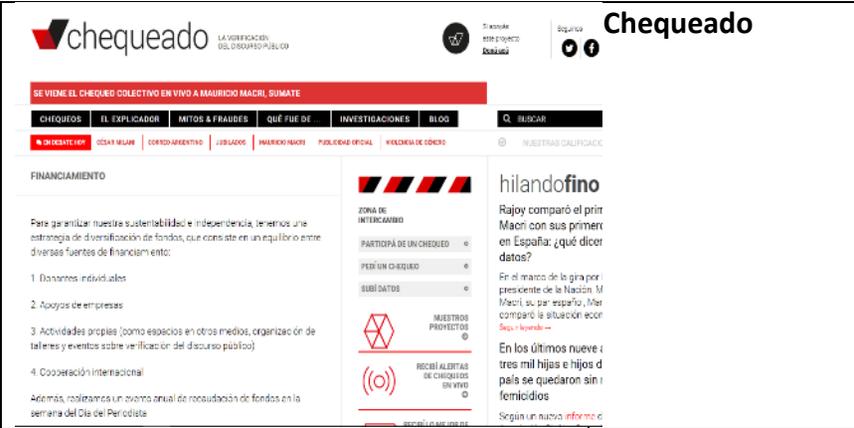
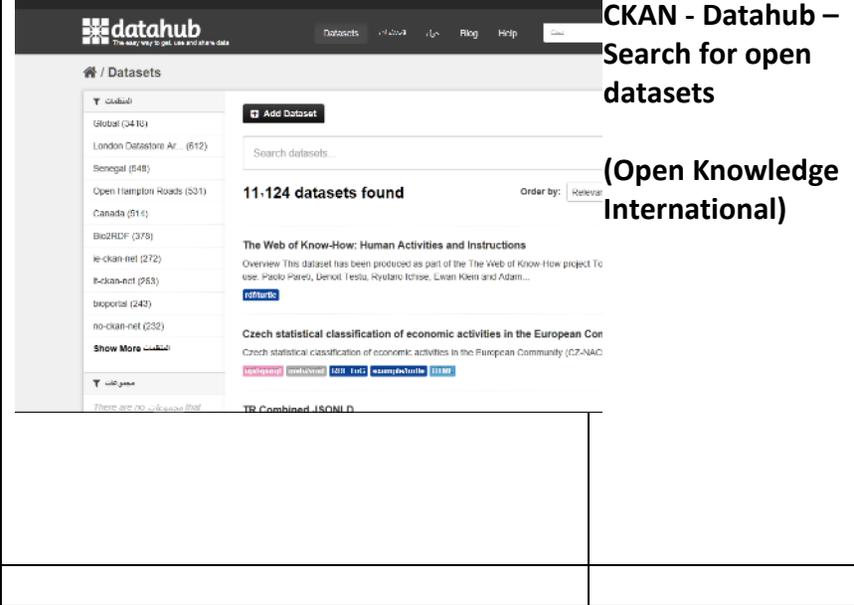
## Web resources

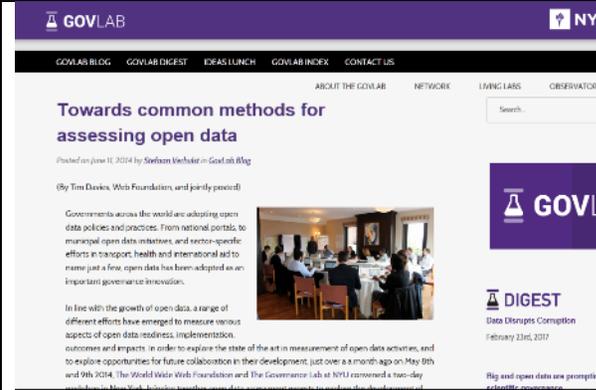
The following is a selection of the web resources consulted during the evaluation

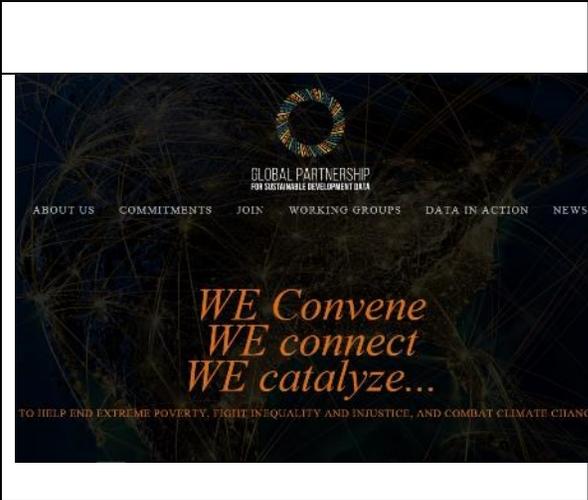
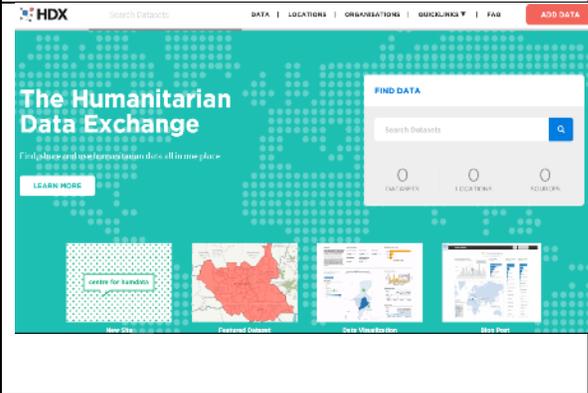
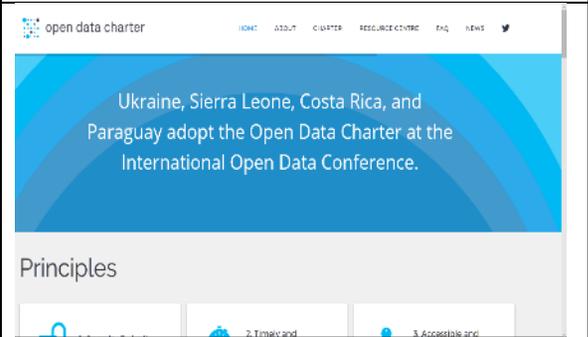
Web site image	Name of the web resource / organization	Description and URL
	<p><b>Africa Open Data Conference</b></p>	<p>The Africa Open Data Community is a convening space for tech industry, small businesses, journalists, civic tech, entrepreneurs, researchers, students, IT solution providers, banks, telcoms, insurance companies, NGO's, donor organizations, and local and national governments to connect virtually and in person to share advances in open data, share lessons, and form new collaborations. We seek a transparent, open dialogue and concrete action on common challenges and shared solutions for communities and partners across Africa.</p> <p><a href="http://africaopendata.net/">http://africaopendata.net/</a></p>
	<p><b>Aid Transparency Index Results</b></p>	<p>2015 was a critical year for aid transparency. Back in 2011, leading donors committed in Busan to make their aid transparent by the end of 2015. The 2016 Aid Transparency Index demonstrates whether that commitment has been met. Five years after the first Aid Transparency Index, and five years after the Busan commitment, it shows us how transparent major donors are as we begin the first year of the implementation of the SDGs.</p> <p><a href="http://ati.publishwhatyoufund.org/index-2016/results/">http://ati.publishwhatyoufund.org/index-2016/results/</a></p>

	<p><b>Alianza Latinoamericana Para La Tecnología Cívica (ALTEC)</b></p>	<p>ALTEC es el resultado de una alianza entre Omidyar Network, Avina Americas y Fundación Avina que busca promover el desarrollo de iniciativas de tecnología cívica que tengan la capacidad de mejorar la calidad de vida de los latinoamericanos mediante la construcción de espacios de colaboración entre ciudadanos y sus gobiernos. ALTEC apoya (con financiamiento, asesoría técnica y acceso a redes de información) las alianzas entre organizaciones sociales y empresas de desarrolladores para diseñar y promover aplicativos y plataformas articulando acciones offline-online que fortalezcan la participación ciudadana, la transparencia y la rendición de cuentas de los gobiernos.</p> <p><a href="http://www.altec.lat/web/">http://www.altec.lat/web/</a></p>
	<p><b>Avina LabCIS - LabCIS</b></p>	<p>Es un espacio de aprendizaje para la acción que apoya el desarrollo de quienes participan, sea para ampliar sus conocimientos, sus redes o para construir soluciones a problemas complejos de forma colaborativa.</p> <p>Objetivos:</p> <ul style="list-style-type: none"> <li>• Impulsar procesos de desarrollo de capacidades para el intercambio de conocimiento aplicado</li> <li>• Contribuir para el desarrollo de liderazgo emprendedor con visión sistémica, creando de forma colaborativa soluciones innovadoras para los desafíos de la región.</li> <li>• Aumentar la escala y la calidad de los productos/servicios en el campo del aprendizaje y la colaboración para líderes emprendedores de la región.</li> </ul> <p><a href="http://www.labcis.org/">http://www.labcis.org/</a></p>

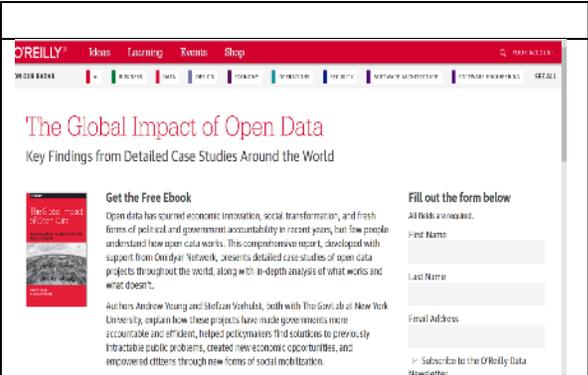
 <p>The screenshot shows the Buenos Aires Data website. At the top, there is a navigation menu with links for 'Inicio', 'Datos', 'Aplicaciones', 'Laboratorio', 'Blog', and 'Acerca del Sitio'. The main heading is 'Buenos Aires Data' with the subtitle 'Iniciativa de datos públicos y transparencia de la Ciudad Autónoma de Buenos Aires'. Below this, a section titled 'Un nueva versión de Buenos Aires Data.' lists several updates: 'Acceso programático via RESTful API a los conjuntos de datos.', 'Visualización de los conjuntos de datos en formato de lista, gráficos y mapas interactivos.', 'Agregamos formatos de datos nuevos.', and 'Nuevo modo de acceder y filtrar los datasets.'</p>	<p><b>Buenos Aires Data</b></p>	<p>El Gobierno de la Ciudad Autónoma de la Ciudad de Buenos Aires comprende una compleja red de organismos y dependencias que producen, mantienen y recopilan, todos los días, un enorme, diverso e idénticamente complejo volumen de información. Esa información representa un enorme activo tanto para el gobierno como para los vecinos que contribuyen a financiarlo con sus impuestos. El objetivo del Catálogo de Datos no es reflejar dicha complejidad sino, por el contrario, simplificar a los ciudadanos el proceso de búsqueda, descubrimiento y acceso a los datos de la Ciudad, contribuyendo a la puesta en valor de la información del sector público</p> <p><a href="http://data.buenosaires.gob.ar/">http://data.buenosaires.gob.ar/</a></p>
 <p>The screenshot shows the website for the Center for Information Technology Policy (CITP) at Princeton University. The header includes the university logo and the text 'CENTER FOR INFORMATION TECHNOLOGY POLICY AT PRINCETON UNIVERSITY'. The page is divided into several sections: 'WHO WE ARE' (describing the center as interdisciplinary), 'UPCOMING EVENTS' (listing events from Feb 28 to Mar 14), and 'LATEST NEWS' (featuring articles about Prateek Mittal winning a Google Research Award and Matt Salganik starting a summer institute). There are also navigation links on the left and a search bar.</p>	<p><b>Center for Information Technology Policy</b></p>	<p>The Center for Information Technology Policy is an interdisciplinary center at Princeton University. CITP is a nexus of expertise in technology, engineering, public policy, and the social sciences. In keeping with the strong University tradition of service, the Center's research, teaching, and events address digital technologies as they interact with society.</p> <p><a href="https://citp.princeton.edu/">https://citp.princeton.edu/</a></p>

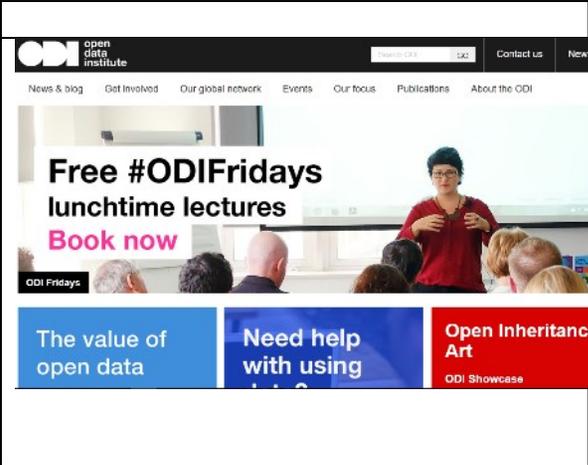
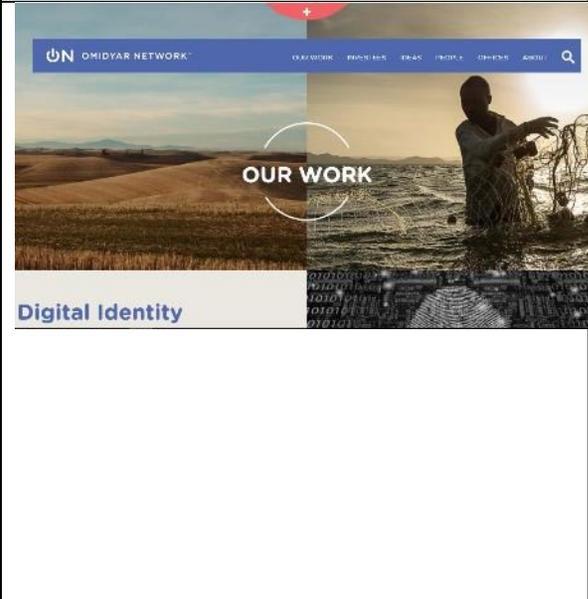
 <p><b>Chequeado</b></p> <p>LA VERIFICACIÓN DEL DISCURSO PÚBLICO</p> <p>SE VIENE EL CHEQUEO COLECTIVO EN VIVO A MAURICIO MACRÍ. SUMATE</p> <p>CHIQUEOS   EL EXPLICADOR   MITOS &amp; FRASES   QUÉ FUE DE   INVESTIGACIONES   BLOG</p> <p>FINANCIAMIENTO</p> <p>Para garantizar nuestra sustentabilidad e independencia, tenemos una estrategia de diversificación de fondos, que consiste en un equilibrio entre diversas fuentes de financiamiento:</p> <ol style="list-style-type: none"> <li>1. Donaciones individuales</li> <li>2. Apoyos de empresas</li> <li>3. Actividades propias (como espacios en otros medios, organización de talleres y eventos sobre verificación del discurso público)</li> <li>4. Cooperación internacional</li> </ol> <p>ADEMÁS, REALIZAMOS UN SUAVIÓ ANUAL DE RECAUDACIÓN DE FONDOS EN LA SEMANA DEL DÍA DEL PERIODISTA</p> <p>hilandofino</p> <p>Rajoy comparó el primer Macri con sus primeros en España: ¿qué dicen los datos?</p> <p>En el marco de la gira por presidente de la Nación, M Macri su en España, M comparó la situación econ</p> <p>En los últimos nueve i tres mil hijas e hijos d país se quejaron sin i femicidios</p> <p>Según un nuevo informe d</p>	<p>Chequeado es un medio digital no partidario y sin fines de lucro que se dedica a la verificación del discurso público y la promoción del acceso a la información y la apertura de datos. “Trabajamos para revalorizar la verdad y elevar el costo de la mentira.” Chequean los dichos de políticos, economistas, empresarios, personas públicas, medios de comunicación y otras instituciones formadoras de opinión, y los clasifican de “verdadero” a “falso” según su consistencia con los hechos y datos a los que se refieren</p> <p><a href="http://chequeado.com">http://chequeado.com</a></p>
 <p><b>CKAN - Datahub – Search for open datasets</b></p> <p>(Open Knowledge International)</p> <p>Search datasets</p> <p>11-124 datasets found</p> <p>The Web of Know-How: Human Activities and Instructions</p> <p>Czech statistical classification of economic activities in the European Community (CZ-NACE)</p> <p>TR Combined (ISO) LD</p>	<p>CKAN is a tool for managing and publishing collections of data. It is used by national and local governments, research institutions, and other organisations which collect a lot of data. With its powerful search and faceting, users can browse and find the data they need, and preview it using maps, graphs and tables - whether they are developers, journalists, researchers, NGOs, citizens or your own colleagues. CKAN is free, open-source software, which has been developed by the Open Knowledge Foundation since 2006 and used by government and organisations around the world.</p> <p>The Datahub provides free access to many of CKAN's core features, letting you search for data, register published datasets, create and manage groups of datasets, and get updates from datasets and groups you're interested in. You can use the web interface or, if you are a programmer needing to connect the Datahub with another app, the CKAN API.</p> <p><a href="https://datahub.io/ar/dataset">https://datahub.io/ar/dataset</a></p>

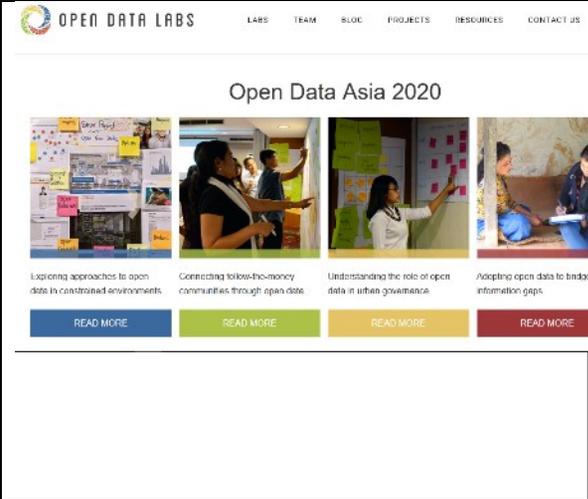
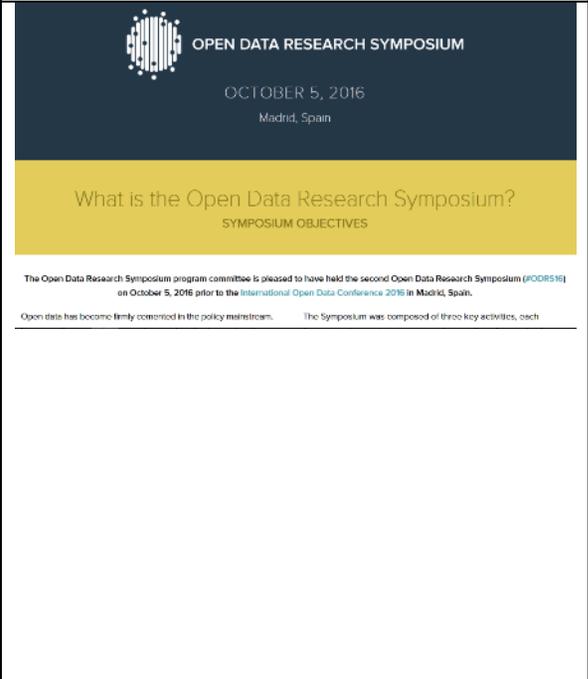
 <p><b>Common Assessment Framework for Open Data</b></p> <p><b>The GovLab @ NYU</b></p>	<p>The Governance Lab at NYU Tandon School of Engineering aims to improve our lives and communities by changing how we govern using new technology. We design, implement and study high impact, multi-disciplinary projects with partners in city, state, and national governments and other public interest organizations in the United States and around the world. The Common Assessment Framework for Open Data aims at building researchers' capacity for carrying out case studies and other inquiries with proven, comparable methodologies. It has been used in a number of OD4D projects.</p> <p><a href="http://thegovlab.org/towards-common-methods-for-assessing-open-data/">http://thegovlab.org/towards-common-methods-for-assessing-open-data/</a></p>
 <p><b>Condatos</b></p>	<p>La Conferencia Regional de Datos Abiertos para Latinoamérica y el Caribe - Condatos, es el evento regional más importante de datos abiertos, que reúne a representantes de gobierno, sociedad civil, expertos y personas interesadas de los países de América Latina y el Caribe, en espacios de interacción para enriquecer el debate en torno a la política, innovación y retos públicos de los datos abiertos en la Región.</p> <p><a href="https://condatos.org">https://condatos.org</a></p>
 <p><b>Data2X</b></p> <p><b>Partnering for a #GenderData revolution</b></p>	<p>Data2X is a collaborative technical and advocacy platform dedicated to improving the quality, availability, and use of gender data in order to make a practical difference in the lives of women and girls worldwide. Data2X works with UN agencies, governments, civil society, academics, and the private sector to close gender data gaps, promote expanded and unbiased gender data collection, and use gender data to improve policies, strategies, and decision-making. We are also a gender data lead within the new Global Partnership for Sustainable Development Data.</p> <p>Data2X is an initiative of the United Nations Foundation, implemented with support from the William and Flora Hewlett Foundation and the Bill &amp; Melinda Gates Foundation.</p>

	<p><b>Global Partnership for Sustainable Development Data (GPSDD)</b></p>	<p><a href="http://data2x.org/">http://data2x.org/</a></p> <p>A global network of governments, NGOs, and businesses working together to strengthen the inclusivity, trust, and innovation in the way that data is used to address the world’s sustainable development efforts. It works to bring the resources of national governments, independent non-profits, and private companies to bear on the world’s development data poverty. It aims to provide the best data, analytical skills, and ideas to solve data problems — from using satellites to monitor agriculture efforts, to citizen engagement tools to understand sanitation requirements in villages in remote parts of the world. The goal is to ensure that governments are given the tools they need to ensure they leave no-one behind in these development efforts</p> <p><a href="http://www.data4sdgs.org/">http://www.data4sdgs.org/</a></p>
	<p><b>Humanitarian Data Exchange (HDX)</b></p>	<p><a href="http://www.data4sdgs.org/">http://www.data4sdgs.org/</a></p> <p>The Humanitarian Data Exchange (HDX) is an open platform for sharing data. The goal of HDX is to make humanitarian data easy to find and use for analysis. Launched in July 2014, HDX a growing collection of datasets has been accessed by users in over 200 countries and territories. Watch this video to learn more.</p> <p>A team within the United Nations Office for the Coordination of Humanitarian Affairs (OCHA) manages HDX. OCHA is part of the United Nations Secretariat, responsible for bringing together humanitarian actors to ensure a coherent response to emergencies. The HDX team includes OCHA staff and a number of consultants. We are based in North America, Europe and Africa</p> <p><a href="https://data.humdata.org/">https://data.humdata.org/</a></p>
	<p><b>International Open Data Charter</b></p>	<p>The Open Data Charter was founded in 2015 as a collaboration between governments and experts who came together and agreed six principles for how governments should be publishing information. The shared aspiration was that data should be open by default, timely and interoperable. More than 70 govts and organisations have joined the movement.</p> <p>The Charter’s goal is to embed the culture and practice of openness in governments in ways that are resilient to political change and driven by user demand.</p>

	<p><b>IODC 16 - International Open Data Conference 2016</b></p>	<p><a href="http://opendatacharter.net/">http://opendatacharter.net/</a></p> <p>IODC aims to build stronger relationships between open data initiatives from the different governments and establish a dialogue between these voices:</p> <ul style="list-style-type: none"> <li>• Policy makers and Public Sector Information (PSI) holders</li> <li>• Private companies, startups and freelancers</li> <li>• Activists and NGO's</li> <li>• Data journalism</li> <li>• Representatives of civil society from all over the world.</li> </ul> <p>The differentiating nature of the event is that it gathers countries from the northern and southern hemispheres to define tendencies and establish global policies of collaboration, with the objective of stimulating the progress of open data globally.</p>
	<p><b>Joined Up Data Standards- JUDS</b></p>	<p><a href="http://opendatacon.org/">http://opendatacon.org/</a></p> <p>Joining up data standards is a vital part of turning more data into better information to drive sustainable development. Development Initiatives and Publish What You Fund have teamed up to explore the challenges of joining up standards, work with partners to find common solutions and build international consensus that all data should be joined up.</p> <p>Data has immense potential to help drive poverty eradication and sustainable development, turned into information, data enables a better understanding of development challenges and how to design, implement and monitor more effective policies to address them.</p> <p>The problem: loads of data; too little useable information</p> <p>While more and more valuable data is becoming available, much of it can't be turned into useful information because it is being published in different formats and to different standards. At the moment it is incredibly difficult to create information that can be used for decision-making and accountability so this requires the ability to join up data across areas such as money, people and results. The lack of joined-up data can mean how decision-making consequences where, for instance, aid workers are unable to match financial and material resources against needs and conditions during an emergency. More often than not, people can see snapshots of what is going on, but not the whole picture.</p> <p><a href="http://juds.joinedupdata.org/about/">http://juds.joinedupdata.org/about/</a></p>
	<p><b>Local Development Research Institute (LDRI)</b></p>	<p>Operational since 2015, the Local Development Research Institute (LDRI) is a non-profit action-oriented think tank whose work contributes to the efforts of African governments to end extreme poverty, end hunger and reduce inequalities. LDRI is focused on the role of agricultural transformation in ending hunger, poverty and inequality especially the capability of states to have and use data/statistics in decision-making on the continent.</p> <p>LDRI hosts the African Open Data Network.</p> <p><a href="https://www.developlocal.org/about-ldri/#.WJshszuGNOQ">https://www.developlocal.org/about-ldri/#.WJshszuGNOQ</a></p>

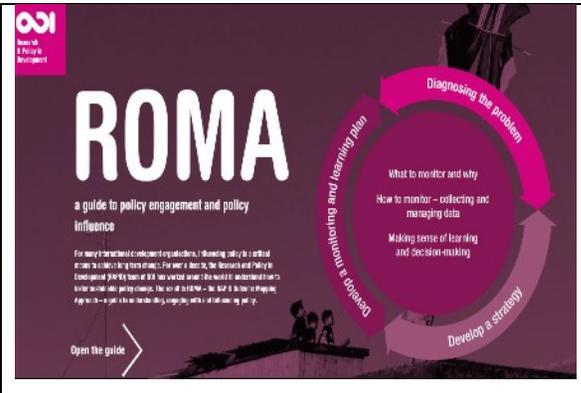
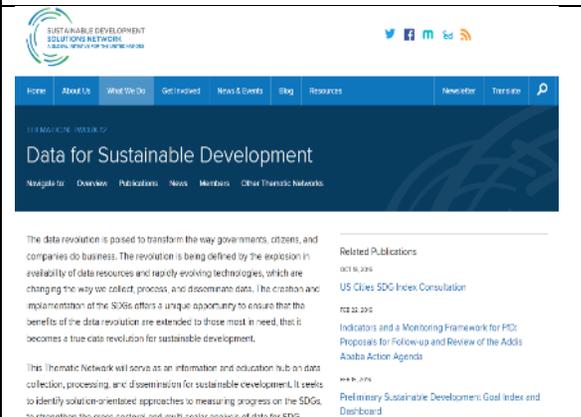
	<p><b>O’Reilly Media – The Global Impact of Open Data</b></p>	<p>O’Reilly Media is an internationally recognized, multi-faceted company that has played a seminal role in the evolution and adoption of the Internet revolution, from the World Wide Web to open source software, big data, and the Maker movement. An active participant in the technology community, the company has educated a generation of technologists and entrepreneurs and shaped the dialogue about the future direction of the industry.</p> <p><a href="http://www.oreilly.com/data/free/the-global-impact-of-open-data.csp">http://www.oreilly.com/data/free/the-global-impact-of-open-data.csp</a></p>
	<p><b>OD4D program</b></p>	<p>Open Data for Development (OD4D) is a global network of leaders in the Open Data community, working together to develop open data solutions around the world. Open Data is enabling governments, businesses, and entrepreneurs around the world to catalyse a revolution in diverse sectors such as health, education, and agriculture. We need to unlock the supply of data in developing countries, build the standards that will enable collaboration, scale solutions and find innovative ways to build the required data skills that will enable the spread of data’s benefits around the world.</p> <p>The OD4D program is supported by IDRC, the World Bank, Global Affairs Canada and the UK’s DFID.</p> <p><a href="http://od4d.net/">http://od4d.net/</a></p>
	<p><b>ODECA – Open Data in Europe and Central Asia</b></p>	<p>Open Data in Europe and Central Asia (ODECA) is a platform to support government representatives, civil society activists, tech activists and citizens that care about and work with open data. The network covers 18 countries in the region and aims to stimulate innovation, knowledge sharing and learning among practitioners and aficionados of open data regionally and globally.</p> <p>Our goal is to use the potential of open data to transform societies by empowering citizens and supporting governments to meet the UN Sustainable Development Goals. While we are still exploring all the ways that data will contribute to the SDGs, it is undeniable that it will play an important role in reaching and measuring them.</p>

 <p>The screenshot shows the ODI website header with navigation links like 'News &amp; blog', 'Get involved', and 'Our global network'. The main content area features a banner for 'Free #ODIFridays lunchtime lectures' with a 'Book now' button. Below the banner are three colored boxes: 'The value of open data' (blue), 'Need help with using' (blue), and 'Open Inheritance Art' (red).</p>	<p><b>ODI – Open Data Institute</b></p>	<p><a href="http://www.odecanet.org/">http://www.odecanet.org/</a></p> <p>We're an independent, non-profit, non-partisan company that, since our creation, has welcomed high profile board members including Lastminute.com founder Baroness Martha Lane Fox and former European Commissioner Neelie Kroes. We bring together commercial and non-commercial organisations and governments around specific sectors to address today's global challenges. Driven by needs, and focused on timely challenges, we help people identify and address how the web of data will impact their businesses and their sectors. Together, we will build a strong data infrastructure that delivers open innovation at web-scale.</p> <p><a href="https://theodi.org/">https://theodi.org/</a></p>
 <p>The screenshot shows the Omidyar Network website with a navigation bar and a large image of a person in a field. The text 'OUR WORK' is overlaid on the image. Below the image, there is a section titled 'Digital Identity'.</p>	<p><b>Omidyar Network</b></p>	<p>Omidyar Network invests in entrepreneurs who share our commitment to advancing social good at the pace and scale the world needs today. We are focused on five key areas we believe are building blocks for prosperous, stable, and open societies: Education, Emerging Tech, Financial Inclusion, Governance &amp; Citizen Engagement, and Property Rights.</p> <p>We take calculated risks in the earliest stages of innovation, helping to transform promising ideas into successful ventures. As an active impact investor, we offer more than just financial support. We provide vital human capital capabilities, from serving on boards to consulting on strategy, coaching executives to recruiting new talent. We connect promising investees to entrepreneurial visionaries with business know-how. We also leverage the tremendous capacity of Web and mobile technologies to go beyond incremental improvement and make a significant, widespread impact.</p> <p><a href="https://www.omidyar.com/initiatives">https://www.omidyar.com/initiatives</a></p>

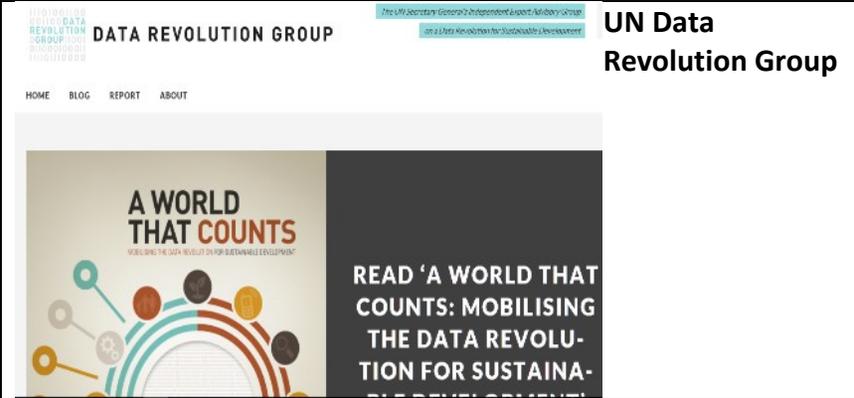
 <p>The screenshot shows the 'Open Data Asia 2020' page on the Open Data Labs website. It features a header with navigation links (LABS, TEAM, BLOG, PROJECTS, RESOURCES, CONTACT US) and a main title 'Open Data Asia 2020'. Below the title are four images representing different workshop topics: 'Exploring approaches to open data in constrained environments', 'Connecting follow-the-money communities through open data', 'Understanding the role of open data in urban governance', and 'Adopting open data to bridge information gaps'. Each image has a 'READ MORE' button below it.</p>	<p><b>Open Data Asia 2020</b></p>	<p>This regional agenda-setting workshop was conducted as part of the IDRC-funded Harnessing Open Data to Achieve Development Results in Africa and Asia project and organised in partnership with the Open Data for Development Network. The primary result of the workshop is an open data strategy for the region, dubbed as Open Data Asia 2020, which articulates what the state of open data should be in the region by 2020 – and how this could be jointly achieved by the different stakeholders involved, which include governments, businesses, and civil society organisations.</p> <p>Building on the outcomes of the workshop, we are engaging in a range of thematic areas with partners across the region through targeted research and innovation projects to contribute to the realisation of our joint vision.</p> <p><a href="http://labs.webfoundation.org/projects-2/open-data-asia-2020/">http://labs.webfoundation.org/projects-2/open-data-asia-2020/</a></p>
 <p>The screenshot shows a poster for the 'Open Data Research Symposium' held on October 5, 2016, in Madrid, Spain. The poster includes the title 'OPEN DATA RESEARCH SYMPOSIUM', the date and location, and the question 'What is the Open Data Research Symposium?'. It also lists 'SYMPOSIUM OBJECTIVES' and provides a brief description of the event.</p>	<p><b>Open Data Research Symposium</b></p>	<p>Open data has become firmly cemented in the policy mainstream. However, there remains a pressing need to dig deeper into the dynamics of how open data operates in practice, as well as to nurture theories that explain these dynamics. This symposium, held as pre-events of IODC16 and IODC15 offered open data researchers an opportunity to reflect critically on the findings of their completed research and to create cohesion within the research community on what the future challenges are likely to be in unlocking the potential of open data to promote social progress.</p> <p>The Symposium and was composed of three key activities, each focused on how to increase our understanding of open data’s use and impacts:</p> <ul style="list-style-type: none"> <li>• Sharing of key findings</li> <li>• Developing a common research infrastructure</li> <li>• Identifying gaps and questions that can both further theory and practice</li> </ul> <p><a href="http://odresearch.org/">http://odresearch.org/</a>  <a href="http://opendatacon.org/agenda/pre-events/open-data-research-symposium/">http://opendatacon.org/agenda/pre-events/open-data-research-symposium/</a>  <a href="http://www.opendataresearch.org/project/2015/symposium">http://www.opendataresearch.org/project/2015/symposium</a></p>

	<p><b>Open Data Research Network</b></p>	<p>The Open Data Research network is a collaborative project, coordinated by the Web Foundation and the International Development Research Centre (IDRC), that exists to:</p> <ul style="list-style-type: none"> <li>• Connect open data focussed researchers from across the world;</li> <li>• Bring together information and news relating to research into the implementation and impacts of open data initiatives; and</li> <li>• Host focussed research projects into open data;</li> </ul> <p>The network is open to all researchers interested in open data, and has a particular focus on research into open data in the global South.</p> <p><a href="http://opendataresearch.org/">http://opendataresearch.org/</a></p>
	<p><b>Open Government Data Toolkit – (World Bank)</b></p>	<p>The <b>Open Government Data Toolkit</b> is designed to help governments, Bank staff and users understand the basic precepts of Open Data, then get “up to speed” in planning and implementing an open government data program, while avoiding common pitfalls.</p> <p><a href="http://opendatatoolkit.worldbank.org/en/">http://opendatatoolkit.worldbank.org/en/</a></p>

<p><b>The Open Definition</b></p> <p>The <b>Open Definition</b> sets out principles that define “openness” in relation to <b>data and content</b>.</p> <p>It makes precise the meaning of “open” in the terms “open data” and “open content” and thereby ensures <b>quality</b> and encourages <b>compatibility</b> between different pools of open material.</p> <p>It can be summed up in the statement that:</p> <p><i>“Open means anyone can freely access, use, modify, and share for any purpose (subject, at most, to requirements that preserve provenance and openness).”</i></p> <p>Put most succinctly:</p> <p><i>“Open data and content can be freely used, modified, and shared by anyone for any purpose”</i></p>	<p><b>Open Data Definition</b></p> <p>THE OPEN DEFINITION IN YOUR LANGUAGE</p> <p>Arabic   Bengali   Bulgarian   Catalan   Czech   Danish   Dutch   Ewe   Georgian   German   Greek   Hebrew   Hindi   Indonesian   Italian   Japanese   Korean   Latvian   Lithuanian   Malay   Malayalam   Marathi   Nepali   Norwegian   Persian   Polish   Portuguese   Romanian   Russian   Serbian   Sinhala   Slovenian   Spanish   Swedish   Tagalog   Tamil   Thai   Turkish   Vietnamese   Yoruba</p>	<p>The Open Definition sets out principles that define “openness” in relation to data and content.</p> <p>It makes precise the meaning of “open” in the terms “open data” and “open content” and thereby ensures quality and encourages compatibility between different pools of open material.</p> <p><a href="http://opendefinition.org/">http://opendefinition.org/</a></p>																		
	<p><b>Open Government Partnership</b></p>	<p>The Open Government Partnership (OGP) is a multilateral initiative that aims to secure concrete commitments from governments to promote transparency, empower citizens, fight corruption, and harness new technologies to strengthen governance. In the spirit of multi-stakeholder collaboration, OGP is overseen by a Steering Committee including representatives of governments and civil society organizations.</p> <p>The OD4D program has supported the Open Data Working Group of the OGP.</p> <p><a href="http://www.opengovpartnership.org/">http://www.opengovpartnership.org/</a>  <a href="https://www.opengovpartnership.org/about/working-groups/open-data">https://www.opengovpartnership.org/about/working-groups/open-data</a></p>																		
<table border="1"> <thead> <tr> <th>Year</th> <th>Budget</th> <th>Expense</th> </tr> </thead> <tbody> <tr> <td>2012</td> <td>\$3,331,543.00</td> <td>\$5,743.00</td> </tr> <tr> <td>2014</td> <td>\$3,339,439.00</td> <td>\$2,762,776.33</td> </tr> <tr> <td>2015</td> <td>\$1,103,433.00</td> <td>\$1,986,011.33</td> </tr> <tr> <td>2016</td> <td>\$1,103,433.00</td> <td>\$1,000,000.00</td> </tr> <tr> <td>2017</td> <td>\$10,895,483.00</td> <td>\$135,656.00</td> </tr> </tbody> </table>	Year	Budget	Expense	2012	\$3,331,543.00	\$5,743.00	2014	\$3,339,439.00	\$2,762,776.33	2015	\$1,103,433.00	\$1,986,011.33	2016	\$1,103,433.00	\$1,000,000.00	2017	\$10,895,483.00	\$135,656.00	<p><b>Open UNDP - Projects</b></p>	<p>Open.undp.org presents detailed information on the UNDP’s 4,000+ development projects in some 170 countries and territories worldwide. Browse the summaries, click a filter on the right, or search through the full list of projects. It represents UNDP’s commitment to publish comprehensive, quality and timely information about aid flows and results. Open.undp.org is a component of our implementation of the International Aid Transparency Initiative (IATI) to which UNDP is a signatory. IATI is a voluntary multi-stakeholder initiative aimed at making information about aid spending easier to access, understand and use.</p> <p><a href="http://open.undp.org/#2017">http://open.undp.org/#2017</a></p>
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	<p><b>Research and Policy in Development Outcome Mapping Approach (ROMA)</b></p> <p>(ODI)</p>	<p>For many international development organisations, influencing policy is a critical means to achieve long term change. For over a decade, the Research and Policy in Development (RAPID) team at ODI has worked around the world to understand how to foster sustainable policy change. The result is ROMA – the RAPID Outcome Mapping Approach – a guide to understanding, engaging with and influencing policy.</p> <p>As noted, ROMA is an approach to improving how to engage with policy to influence change – it is not a blueprint for making policy change happen.</p> <p><a href="http://www.roma.odi.org/">http://www.roma.odi.org/</a></p>
	<p><b>School of Data</b></p> <p>(OKI)</p>	<p>The School of Data is a network of data literacy practitioners, both organizations and individuals, implementing training and other data literacy activities in their respective countries and regions. Members of School of Data work to empower civil society organizations (CSOs), journalists, civil servants and citizens with the skills they need to use data effectively in their efforts to create better, more equitable and more sustainable societies. Over the past four years, School of Data has succeeded in developing and sustaining a thriving and active network of data literacy practitioners in partnership with our implementing partners across Europe, Latin America, Asia and Africa.</p> <p><a href="https://schoolofdata.org/">https://schoolofdata.org/</a></p>
	<p><b>Sustainable Development Solutions Network (SDSN) – Data for Sustainable Development</b></p>	<p>In 2012, UN Secretary-General Ban Ki-moon launched the UN Sustainable Development Solutions Network (SDSN) to mobilize global scientific and technological expertise to promote practical problem solving for sustainable development, including the design and implementation of the Sustainable Development Goals (SDGs). Following their adoption, we are now committed to supporting the implementation of the SDGs at local, national, and global scales. It aims to accelerate joint learning and help to overcome the compartmentalization of technical and policy work by promoting integrated approaches to the interconnected economic, social, and environmental challenges confronting the world. The SDSN works closely with United Nations agencies, multilateral financing institutions, the private sector, and civil society.</p>

		<p><a href="http://unsdsn.org/what-we-do/thematic-networks/data-for-sustainable-development/">http://unsdsn.org/what-we-do/thematic-networks/data-for-sustainable-development/</a></p>
	<p><b>The GovLab @ NYU – Open Data’s Impact Repository</b></p>	<p>The goal of the GovLab is to strengthen the ability of institutions – including but not limited to governments – and people to work more openly, collaboratively, effectively and legitimately to make better decisions and solve public problems. We believe that increased availability and use of data, new ways to leverage the capacity, intelligence, and expertise of people in the problem-solving process, combined with new advances in technology and science can transform governance.</p> <p>The Open Data’s Impact repository seeks to:</p> <ul style="list-style-type: none"> <li>• Provide a more nuanced understanding of the various processes and factors underlying the demand, supply, release, use and ultimately impact of open data.</li> <li>• Assess and provide evidence for the premise that open data has the potential to impact society in a variety of beneficial ways;</li> <li>• Provide actionable insights to policymakers, civil society representatives, entrepreneurs, researchers and others seeking to release or use open data.</li> </ul> <p><a href="http://odimpact.org/">http://odimpact.org/</a></p>

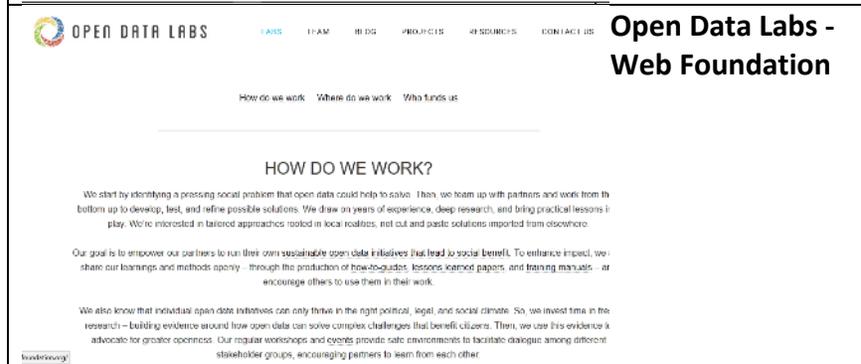
 <p><b>UN Data Revolution Group</b></p>	<p>The 24-member group of experts from civil society, private sector, academia, governments and international organizations submitted its recommendations to the UN Secretary-General, advising him on measures that need to be taken to close data gaps and to strengthen national statistical capacities. This report is A World That Counts.</p> <p><a href="http://www.undatarevolution.org/">http://www.undatarevolution.org/</a></p>
 <p><b>UN Stats – High Level Group for partnership, coordination and capacity building for statistics</b></p>	<p>On 6 March 2015, at its forty-sixth session, the United Nations Statistical Commission created the High-level Group for Partnership, Coordination and Capacity-Building for statistics for the 2030 Agenda for Sustainable Development (HLG), composed of Member States and including regional and international agencies as observers. The HLG aims to establish a global partnership for sustainable development data. The reports annually to the Statistical Commission. The HLG and has been tasked to provide strategic leadership for the sustainable development goal implementation process as it concerns statistical monitoring and reporting.</p> <p><a href="http://unstats.un.org/sdgs/hlg/">http://unstats.un.org/sdgs/hlg/</a></p>

 <p><b>UN World Data Forum</b></p> <p>15 - 18 January 2017 Cape Town, South Africa</p> <p>The first UN World Data Forum was hosted by Statistics South Africa from 15 to 18 January 2017, with support from the UN Department of Economic and Social Affairs, under the guidance of the United Nations Statistical Commission Partnership, Coordination and Capacity-Building for Statistics for the 2030 Agenda for Sustainable Development.</p>	<p>Following one of the main recommendations contained in the report entitled “A World That Counts” (see above), presented in November 2014 by the United Nations Secretary-General’s Independent Expert and Advisory Group on Data Revolution for Sustainable Development, the Statistical Commission agreed that a United Nations World Data Forum on Sustainable Development Data (UN World Data Forum) would be the suitable platform for intensifying cooperation with various professional groups, such as information technology, geospatial information managers, data scientists, and users, as well as civil society stakeholders.</p> <p><a href="http://undataforum.org/">http://undataforum.org/</a></p>
 <p><b>UN World Data Forum- Session on Open Data and National Data and National Statistics</b></p> <p><b>(TA5.14) Open Data and National Statistics: Challenges and Opportunities in a Changing Data Ecosystem</b></p> <p>Auditorium 2   January 16, 2017   10:45 am - 12:15 pm</p> 	<p><a href="http://undataforum.org/WorldDataForum/sessions/what-is-the-role-of-open-data-to-support-national-statistics-and-monitoring-against-the-sdgs/">http://undataforum.org/WorldDataForum/sessions/what-is-the-role-of-open-data-to-support-national-statistics-and-monitoring-against-the-sdgs/</a></p>



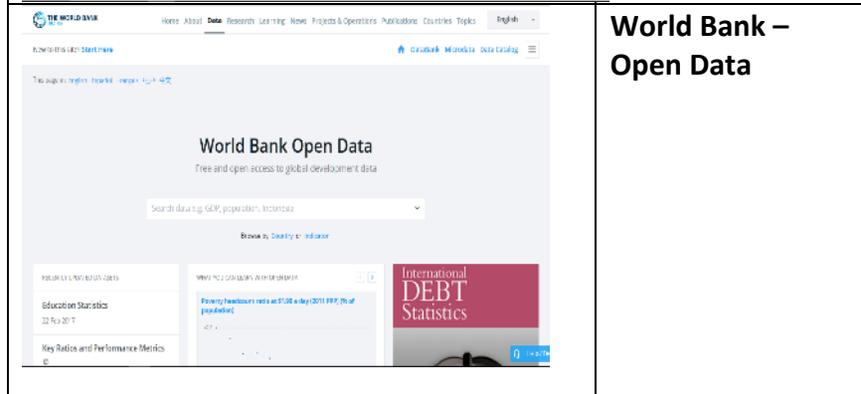
UNEP’s Science Division provides timely, scientifically credible, policy-relevant environmental analyses, data and information for decision-making and action planning for sustainable development. It monitors, analyzes and reports on the state of the global environment, assesses global and regional environmental trends and provides early warning of emerging environmental threats. The Division works closely with a large number of partners and collaborating centres in all regions of the world and has established functional networks for data, information, assessments and capacity development.

<http://pre-uneplive.unep.org/redesign/country/sdgdashboard/>



These labs work to empower organizations to run their own sustainable open data initiatives that lead to social benefit. To enhance impact, learnings and methods are openly shared – through the production of how-to-guides, lessons learned papers, and training manuals – and encourage others to use them in their work.

<http://labs.webfoundation.org/labs/>



The World Bank recognizes that transparency and accountability are essential to the development process and central to achieving the Bank’s mission to alleviate poverty. The Bank’s commitment to openness is also driven by a desire to foster public ownership, partnership and participation in development from a wide range of stakeholders.

As a knowledge institution, the World Bank’s first step is to share its knowledge freely and openly. Statistics and data are a key part of that knowledge and are easily accessible on the web for all users. The World Bank provides free and open access to a comprehensive set of data about development in countries around the globe, together with other datasets cited in the data catalog.

		<a href="http://data.worldbank.org/">http://data.worldbank.org/</a> <a href="http://databank.worldbank.org/data/home.aspx">http://databank.worldbank.org/data/home.aspx</a>
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## ANNEX XI: EVALUATORS SHORT BIOS

### **Manuel Acevedo-Ruiz**

(team leader)

Manuel Acevedo is an independent consultant specializing in information and communication technologies for development (ICT4D), and development networks. He has twenty-three years of experience in international development, during which time he has provided professional services in some 35 countries, mostly in Latin America/Caribbean and Africa.

After various engineering positions in the private sector (IBM, Radian Corp.) his development career started in 1994 when he joined the United Nations Development Program (UNDP). He eventually moved to United Nations Volunteers (UNV), where he led its first e-Volunteering unit, and help set up the UN Online Volunteering service in 2001.

Working as a consultant since 2003, he has served as an advisor on ICT issues to the Ministry of Communications of Argentina, the Ministry of Foreign Affairs and Cooperation of Spain and the Ministry of Foreign Affairs of Panama. He has supported several UNDP country offices and UNV Corporate in strategic planning. He has carried out various program evaluations, including of major ICT for Development programs, including IDRC's 'Information and Networks' in 2015, the European Commission's 'Alliance for the Information Society (@LIS2)' in 2014, and Hivos's Information and Media Programme in 2009. He helped found and is a member of the new Centre of Technology and Innovation for Development (itdUPM) at the Polytechnic University of Madrid. He coordinated the Latin American Network of Community Telecenters,

Manuel is an associate editor of the International Journal of Information Communication technologies for Human Development, and is a Ph.D. candidate in Development Networks at the Polytechnic University of Madrid. He holds a B.S. in Engineering and Applied Science from the California Institute of Technology, a M.Eng in Mechanical/Environmental Engineering from the University of California at Berkeley, and a M.S. in Information Society Studies from the Open University of Catalonia (UOC). . He has lectured on ICT4D, networks, and the Information Society at the Polytechnic University of Madrid, the University of the Basque Country and UNDP's Virtual Development School for Latin America.

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