

FOR PUBLIC COMMENTS

Independent Initial Review of
Taiwan Open Parliament
Action Plan
2021-2024



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Introduction

The purpose of this initial review is to provide a comprehensive assessment of the characteristics of Taiwan's Open Parliament Action Plan 2021-2024 and serve as a foundation and evidence for a post-implementation review in 2025. The initial review methodology is based on and in line with the OGP Independent Review Mechanism (IRM) methodology to allow for international comparison.

The methodology is designed to respond to the key initial review assessment questions outlined in the methodology ([Section IV](#)), understand how commitments potentially contribute to the envisaged results, and how they are aligned with the open government lens.

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Section I: Overview of the 2021-2024 Action Plan

Legislative Yuan's action plan includes commitments that reflect the priorities of parliament and civil society to promote transparency, openness, participation, digitalization, and literacy. A lack of specificity in commitment design results in less promising commitments. Looking ahead, stakeholders should consider revising the action plan to establish a clear implementation roadmap with concrete steps. Overall, the Open Parliament Action Plan represents a significant step forward for transparency and accountability in Taiwan's legislative process. By promoting public participation and leveraging transparency, the plan aims to create a more open and inclusive system, in which citizens have a greater opportunity for oversight and influence over the decisions that affect their lives.

Taiwan's Legislative Yuan has made a firm commitment to promoting accessibility, responsiveness, and accountability of its parliamentary processes. In pursuit of these objectives, the institution launched the Open Parliament Agenda in 2020, alongside its first Open Parliament Action Plan 2021-2024. This Action Plan Review provides an independent assessment of the Action Plan design. The early results of the Open Parliament Action Plan will be analyzed after its completion in 2025.

The Open Parliament Action Plan 2021-2024 outlines 20 commitments spanning five pillars of transparency, openness, participation, digitalization, and literacy. While approximately half (50%) of these actions represent a continuation of previously introduced reforms, the Action Plan incorporates new initiatives, including promoting a culture of open parliament. Notably, the Action Plan prioritizes commitments that foster transparency by enhancing data accessibility, civic

In a Nutshell

Action plan under review: 2021-2024

Number of commitments: 20

Overview of commitments:

- Commitments with an open gov lens: 18 (90%)
- Promising commitments: 2
- Potentially promising commitments: 3 clusters comprising 9 commitments.

Policy areas:

Set out in the action plan:

- Right to information
- Anti-corruption and integrity
- Civic participation
- Inclusion
- Public Service Delivery
- Digital governance

Compliance with OGP minimum requirements for Co-creation:

- Acted according to open government process

participation, and digitalization. Out of the total of twenty commitments, 10 were expected to be completed by the year 2022, no further work scheduled over the remaining years of the Action Plan.

The Action Plan responds well to stakeholder priorities, having been developed through the Open Parliament Multi-Stakeholder Forum, with robust civil society representation. Significantly, the Action Plan also reflects and integrates the views and opinions of citizens, with most of its commitments initiated by CSOs or individuals from within the community. Although civil society showed great engagement, the Open Parliament Agenda in Taiwan faced some limitations due to the limited participation of the Legislative Yuan.

Out of the total of 20 commitments, 2 commitments were identified as **promising commitments**. If fully implemented, the promising commitments could potentially contribute to significant results to open the parliament. In addition, 3 clusters representing 9 commitments were recognized as **potentially promising commitments**; however, due to the limited verifiability and lack of clarity of action in the AP text limited their scope of potential. Overall, 2 commitments were assessed to have no or limited connection to open government (Commitments 3-4, 3-5). The remaining commitments were not assessed to be promising, as they either did not have clearly defined objectives and milestones or were one-time activities with limited scope. Overall, to achieve the Action Plan's full potential, the Legislative Yuan should focus on identifying specific and measurable activities to ease implementation and monitoring.

Stakeholder Participation and Engagement

In June 2020, the Open Parliament Multi-Stakeholder Forum (OP-MSF) was established by the Legislative Yuan and Civil Society Organizations (CSOs) to pursue open government in Taiwan. The purpose of the forum is to promote open parliament in Taiwan and to enhance transparency, public participation, and collaboration between the government and civil society. Legislator Freddy Lim was appointed as the Parliamentary Point of Contact (PoC) to work on open parliament issues. The OP-MSF consists of members from various sectors, including legislators, scholars, experts, and representatives from civil society organizations. The forum serves as a platform for dialogue and exchange of ideas between different stakeholders, with the goal of developing strategies and recommendations for advancing open parliament in Taiwan. The OP-MSF adopted Charter ¹ to regulate its procedures and decision-making processes. The forum consists of 24 members divided into two groups: the Preparatory Committee and the Executive Task Force. The Preparatory Committee, with seven Legislative Yuan and 12 CSO representatives, developed an Action Plan aligned with the co-creation culture. The Task Force, with three representatives from

both the legislature and CSOs, have been coordinating the OP-MSF following the Charter's guiding principles.

The OP-MSF's Preparatory Committee engaged in the development process by creating a timeline of activities² and organizing public consultations in northern, central, and southern Taiwan. The public consultations aimed to encourage greater participation in the development of the action plan throughout the three stages.^{3 4} First, public consultations were conducted during the initial stage of the action plan design, followed by consultations during the actual phase of commitment development. Finally, public consultations were conducted when the initial draft of the action plan was developed.^{5 6}

The OP-MSF conducted various engagement activities not only with key CSOs but also with citizens. The OP-MSF collected their opinions through online surveys and focus group discussions. Moreover, CSOs led the co-creation process and used various online tools^{7 8} to enhance citizens' engagement. These tools included organizing online forums for Key Opinion Leaders, focus group discussions across the country, and online surveys through the vTaiwan platform.^{9 10 11} After the public consultation and feedback collection process, the OP-MSF reviewed the final draft of the Action Plan, which was adopted as the Action Plan 2021-2024, with all meeting notes publicly available¹²

Thus, the Open Parliament Action Plan has proven to be a well-crafted response to the priorities set forth by the relevant stakeholders. Critical areas of the open parliament agenda in Taiwan have been thoughtfully covered, with most of the commitments having been initiated by civil society organizations and a small number based on feedback from citizens.¹³ However, according to the stakeholders,¹⁴ the participation of political parties in the action plan development has been sparse, thus hindering the ability to raise awareness about the open government agenda among the wider population. Furthermore, the involvement of legislative assistants has been limited due to uncertainty about the viewpoints and stances of legislators on the commitments. The lack of engagement of political parties is critical, hampering the potential of the action plan for ambitious and far-reaching results. Nevertheless, the co-creation of the plan has been executed effectively, resulting in commitments that are highly responsive to the priorities of relevant stakeholders.

Since its release in November 2020, the effective implementation of the Open Parliament Action Plan has been compromised by the dearth of collaborative efforts between the Legislative Yuan and CSO representatives. Particularly, CSOs' criticism emerged regarding the rare attendance and participation of the caucus representatives at the OP-MSF meetings, which reportedly led to missed opportunities to engage with CSOs to implement commitments more effectively.^{15 16} While some legislators and staff of the Legislative Yuan may perceive the contributions of CSOs as burdensome, it is important to note that there are also those who play a crucial role in engaging

other colleagues, legislators, staff, and members of the OP-MSF to efficiently implement new ideas and fulfill commitments. CSOs have also outlined that the staff of the Legislative Yuan is essential to the entire process of action plan implementation, and many successes would not be possible without their efforts and contributions. Nevertheless, while the CSOs are eager to contribute towards fulfilling commitments and initiate new ideas for better implementation, some representatives of the Legislative Yuan may still perceive such efforts as an additional burden and remain reluctant to the implementing initiatives.¹⁷

In order to address this issue and bridge the existing gap, OCF organized a workshop aimed at identifying the challenges and tools that could help improve collaborative practices and implementation. The workshop uncovered diverse interpretations of the roles and responsibilities of OP-MSF members, which have been hindering the collaboration process. Also, workshop revealed a pressing need for a distinct and tailored collaboration mechanism that includes effective implementation tracking, optimal allocation of responsibilities to teams and individuals, and enhanced empowerment of the entire process.¹⁸ This could enable better tracking and monitoring of progress towards achieving the objectives of the collaboration. Nevertheless, the lacking co-creation spirit during the implementation process has hindered the smooth exchange and transfer of essential information, thereby impeding the overall efficiency of the process.¹⁹

¹ Open Parliament Multi-Stakeholder Forum (OP-MSF) Charter, appendix 1: Taiwan's Open Parliament Action Plan 2021-2024, <https://www.ly.gov.tw/EngPages/Detail.aspx?nodeid=45580&pid=219479>

² Isabella Hou, a lawyer, online interview with Local Researcher, 12 January 2023.

³ The official website of the Legislative Yuan, 2020 Taiwan Open Parliament Action Plan Implementation Schedule <https://www.ly.gov.tw/Pages/List.aspx?nodeid=43911> <https://www.ly.gov.tw/Pages/List.aspx?nodeid=43911>

⁴ Yu-cheng Gao, executive secretary of Pocket Congress, interview with Local Researcher, 29 December 2022.

⁵ The official website of the Legislative Yuan, verbatim of the second OP-MSF meeting on 14 September 2020, <https://www.ly.gov.tw/Pages/Detail.aspx?nodeid=43875&pid=218204> <https://www.ly.gov.tw/Pages/Detail.aspx?nodeid=43875&pid=218204>

⁶ James Kan, Vice CEO of Citizen Congress Watch, online interview with IRM Researchers and Local Researcher, 5 January 2023.

⁷ Open Parliament Action Plan on Trello,

<https://trello.com/b/kPkJluWo/%E9%96%8B%E6%94%BE%E5%9C%8B%E6%9C%83%E8%A1%8C%E5%8B%95%E6%96%B9%E6%A1%88>

⁸ Open Parliament Committee OP-MSF on YouTube Channel, <https://www.youtube.com/@op-msf3222>

⁹ Po-yu Tseng, Vice CEO of Doublethink Lab, online interview with Local Researcher, 4 January 2023.

¹⁰ The official website of the Legislative Yuan, minutes of the fourth OP-MSF meeting on 13 October 2020, <https://www.ly.gov.tw/Pages/Detail.aspx?nodeid=43875&pid=218208> <https://www.ly.gov.tw/Pages/Detail.aspx?nodeid=43875&pid=218208>

¹¹ The vTaiwan Platform of Open Parliament Action Plan was proposed by Yu-ling Tsai, a political councilor of the Executive Yuan to gather public opinion. <https://talk.vtaiwan.tw/c/op-consultation/184>

¹² The official website of the Legislative Yuan, Open Parliament, Open Parliament Action Plan, Meeting Notes of OP-MSF Committee, <https://www.ly.gov.tw/Pages/List.aspx?nodeid=43875>

¹³ Mei-chun Lee, an anthropologist, online interview with Local Researcher, 12 January 2023.

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- ¹⁴ Claire Zheng, representative from Open Culture Foundation, interview with Local Research, 9 January 2023.
- ¹⁵ Mei-chun Lee, an anthropologist, online interview with Local Researcher, 12 January 2023.
- ¹⁶ Claire Zheng, representative from Open Culture Foundation, interview with Local Research, 9 January 2023.
- ¹⁷ Ming-Xuan Wu, CEO of DoubleThink Lab, online interview with Local Researcher, 4 January 2023.
- ¹⁸ Open Culture Foundation, "Optimizing the collaboration and building tracking tools – a case study of the Open Parliament in Taiwan", https://docs.google.com/presentation/d/1Fz05e-MkwHailT3-GKnjgkvvDvYx9aU1RMsQJjqY_s0/edit#slide=id.g1c2fb832bb7_1_950
- ¹⁹ Yu-cheng Gao, executive secretary of Pocket Congress, interview with Local Researcher, 29 December 2022.

Section II: Analysis of Commitments

The Open Parliament Action Plan 2021-2024 brings together actions that the Legislative Yuan of Taiwan has committed to implement towards strengthening transparency, access to information, and civic participation in Taiwan's legislative branch. To do this, the Action Plan comprises 20 commitments grouped under the five major themes:

- 1. Transparency:** open parliament principles and values
- 2. Openness:** convenient access to information on parliament
- 3. Participation:** convenient public participation in parliament
- 4. Digitalization:** digital parliament
- 5. Literacy:** parliamentary literacy and education

This section presents an overview of the commitments outlined in the Action Plan with a focus on those that have been identified by independent reviewers as having the greatest potential to yield positive results within the open parliament context in Taiwan. This review serves as a basis for evaluating the implementation of the Action Plan in its entirety upon completion in 2024 via the Final Results Report. The final report can build on the potential results identified in this review and contrast them with the actual outcomes achieved by the completion of the Action Plan. Additionally, this review identifies challenges and opportunities and makes recommendations to aid in the learning and implementation process of the Action Plan.

Out of the total of 20 commitments outlined, two have been identified as promising commitments. These commitments, if fully implemented, have the potential to greatly contribute to opening up the parliament. The intended actions of these promising commitments can bring about significant changes in the areas of civic participation, open data. In addition, the analysis has identified nine potentially promising commitments that could significantly advance the open parliament agenda in Taiwan. However, some of these commitments lack clear and concrete steps in the Action Plan. As a result, it is difficult to fully assess their potential impact, as the commitments remain vague and unverifiable.

Most of the remaining commitments, that have not been identified as promising or potentially promising are aligned with the values of open parliament. However, two commitments were found to have no clear link to open government values and if fully implemented as described in the Action Plan, it is unclear whether they would yield meaningful results in contrast to the current state of play in their respective policy areas.

Promising Commitments

The following review looks at the 2 commitments the independent reviewers and stakeholders have identified as having the higher potential to realize the most promising results in the open parliament context. Each commitment is discussed individually.

The review of commitments builds on the early identification of potential results and allows contrasting with the outcomes at the end of the implementation period of the Action Plan.

Key criteria used for selecting the promising commitments were the clarity of objectives, anticipated change compared to the status quo in terms of open government lens, the potential sustainability of the expected positive results, and feedback from stakeholders.

Table 1: Promising commitments

1. Develop Advocacy Platforms or Programs that are Convenient for Public Participation (Commitment 3-1)
2. Convert the Legislative Yuan's digital systems to Open Source (Commitment 4-4)

1. Develop Advocacy Platforms or Programs that are Convenient for Public Participation (Commitment 3-1).

For a complete description of this commitment, see commitment 3-1 in [Taiwan Open Parliament Action Plan 2021-2024](#).

Context and objectives

This commitment aims to establish an online advocacy platform that will bolster civic participation in policymaking processes in Taiwan. Currently, citizens lack a direct means of voicing their opinions on legislation or proposing new legislative amendments other than through local civil society organizations.^{20 21} This commitment will provide citizens with a direct online channel to share opinions and suggestions with their elected representatives. The commitment text outlines a few basic steps that need to be taken to achieve this goal. These steps include exploring and analyzing various opportunities and options for developing the online platform, garnering support from parliamentary parties, and ultimately creating and launching the platform for civic participation.

Potential for results: Substantial

The commitment well-responds to the stakeholder concerns²² that the existing channels for citizens to share opinions and suggestions with their elected representatives are limited.²³ Thus, by establishing a direct communication channel through an online advocacy platform, this commitment can open up a whole new dimension for civic participation in policymaking processes, empowering citizens to directly influence the policies and decisions that affect their lives on a day-to-day basis.

The full implementation of this initiative has the potential to disrupt the traditional approach to policymaking in which legislative amendments or new bills are typically initiated by legislators themselves or are sourced by their acquaintances, or media outlets. Furthermore, historically, the general public has had limited opportunities to participate directly in the policymaking process and has had to rely on various interest groups or civil society organizations to voice their opinions or advocate for legislative proposals. However, the full implementation of this commitment could institutionalize a new mechanism for direct engagement and influence on the policymaking process. Citizens would be able to submit their legislative proposals or advocate for proposals directly to their elected representatives, potentially leading to further legislative proceedings if the legislators deem the proposals meritorious. Furthermore, this commitment leads to a more responsive and accountable government, as policymakers would have to consider the opinions and suggestions of a larger and more diverse group of citizens. This commitment holds the potential to affect a substantial shift in the established praxis and norms in favor of greater direct public participation into policymaking, ultimately leading to more participatory and accountable Legislative Yuan of Taiwan.

Opportunities, challenges, and recommendations during implementation

Endorsed by the key stakeholders from both civil society organizations and the Legislative Yuan, as well as milestones defined sequentially, the commitment has high potential for successful implementation. To improve the implementation process of this commitment, it may be helpful to prioritize the active involvement of civil society organizations and citizens in the design and execution of the online advocacy platform. By soliciting and incorporating their feedback, the commitment can be tailored to the specific needs and preferences of the intended users, ensuring greater relevance and resonance with the broader public. Moreover, involving civic groups in the implementation process can contribute to a sense of ownership and buy-in, increasing the likelihood of sustained engagement and support for the platform. This can also help to build trust between the Legislative Yuan and civil society, promoting more collaborative and constructive relationships between these stakeholders in the policymaking process. Overall, by prioritizing the

active involvement of CSOs and active citizens in the design and execution of the online advocacy platform and maintaining ongoing communication and collaboration among stakeholders, this commitment has a strong potential for successful implementation and meaningful impact on civic participation in policymaking processes in Taiwan.²⁴

Although the potential benefits and opportunities are considerable, potential challenges may relate to ensuring that the online platform is accessible and user-friendly for all citizens, including those who may not have regular access to the internet or who may not be technologically savvy. This could require additional resources and efforts to provide training and support to those who may need it. Additionally, there may be concerns around the security and privacy of citizens' personal information and opinions shared through the platform, which will need to be addressed through robust data protection measures. Finally, gaining bipartisan support for the initiative may also be challenging, as some legislators may be resistant to change or may view the platform as a threat to their traditional policymaking roles.

Therefore, to maximize the potential for successful implementation as well as the potential results of this commitment, independent reviewers recommend the following:

1. **Ensure usability of the online platform:** to ensure that the platform is accessible and user-friendly for all citizens, it will be beneficial to engage potential end-users such as civil society organizations, citizens, and legislators in the platform's design and update processes. This can be achieved by conducting targeted research and feedback analysis during the design and pilot stages of the platform, and by incorporating a feedback mechanism for end-users to facilitate regular updates of the platform in later stages. By adopting these measures, the platform can effectively respond to the needs and expectations of its users, promoting their participation and engagement while contributing to the platform's overall success.
2. **Engage underrepresented communities:** to ensure that the platform is inclusive and provides a channel for underrepresented communities to voice their opinions and concerns, targeted outreach efforts should be made to engage these groups. This could involve partnering with community organizations or advocacy groups to facilitate participation and address barriers to engagement.
3. **Address security and privacy concerns:** to address concerns around the security and privacy of citizens' personal information and opinions shared through the platform, robust data protection measures should be put in place. This could include implementing strong

encryption and access controls, regularly monitoring for security breaches, and establishing clear protocols for data storage and sharing.

4. **Bring legislators on board:** to ensure legislators' greater support for the initiative, consider communicating the benefits and potential impact of the platform to legislators from all parties. This could involve organizing workshops or roundtables to facilitate discussions and address concerns, as well as inviting legislators to participate in the platform to demonstrate its value.

2. Convert the Legislative Yuan's Digital Systems to Open Source (Commitment 4-4)

For a complete description of this commitment, see commitment 4-4 in [Taiwan Open Parliament Action Plan 2021-2024](#).

Context and objectives

The current digital systems of the Legislative Yuan utilize a combination of proprietary and open-source software. However, due to the lack of full integration of these systems, several issues have arisen, which hinder the efficient functioning of the systems. These issues include reduced system efficiency, data duplication across various web pages of the Legislative Yuan, dominance of outsourcing vendors,²⁵ inconsistencies in data, and difficulties in locating and accessing information, ultimately leading to some limitations in transparency and opacity in the Legislative Yuan's operations.²⁶

To improve the efficiency of the digital systems of the legislature, members of the OP-MSF have proposed a conversion^{27 28} of the Legislative Yuan's digital systems to open-source technology. This initiative is well-aligned with Taiwan's objective to promote the integration of open-source software and to advocate an open culture within the country.^{29 30 31} With this commitment, the Legislative Yuan intends to introduce open-source systems progressively into its web ecosystem, develop APIs, prioritize open-data webpages, enhance the overall quality of its website system, and promote the reusability of its existing data.

In particular, the commitment comprises three milestones. Firstly, the Legislative Yuan plans to establish an account for open-source platforms, such as GitHub.com, which will allow access and collaboration with a global network of developers and experts. Secondly, the Legislative Yuan is contemplating a revision of its current web pages and information systems to determine which ones can be converted to open source and to evaluate the technical and legal feasibility of making

these websites open source. Thirdly, the Legislative Yuan aims to produce at least one open-source software and one technical document each year, thus ensuring that the legislature progressively transforms its systems to open source, contributes to the open-source community, and opens a new dimension for the reusability of its software.

The Legislative Yuan's decision to adopt open-source technology for its digital systems demonstrates Taiwan's dedication to promoting open-source technologies and fostering an open culture. According to the interviewed stakeholders^{32 33}, this commitment is rooted in the principle of "*public money, public code*," which emphasizes the importance of using open-source technologies for promoting transparency and accountability in government operations in general. Furthermore, this initiative showcases the Legislative Yuan's outstanding contribution to the country's digital transformation.

Potential for results: Substantial

The Legislative Yuan's commitment to converting its digital systems to open source represents a significant step forward in promoting transparency, efficiency, and innovation in the country's legislative processes.

By adopting open-source technologies, the Legislative Yuan can leverage the expertise of local developers and tech organizations to modernize its digital infrastructure, streamline workflows, and enhance the security of its systems. Open source would allow developers and interested parties to access, review, and build on the source code and APIs to develop a wide variety of mechanisms and tools, such as interactive dashboards, data visualizations, applications, and other participatory platforms. These tools could empower citizens to better understand and engage with the policymaking process, provide feedback on policy proposals and collaborate with legislators, ultimately leading to a more inclusive and responsive legislative process. This could greatly contribute to building public trust in the Legislative Yuan, promoting transparency and accountability, and increasing the legitimacy of policymaking.

In addition, the Legislative Yuan's commitment to open-source technologies sets an example for other countries and institutions to follow. By demonstrating the benefits of open-source technologies and promoting digital transformation, the Legislative Yuan can play a leading role in advancing technology and democracy, further fostering Taiwan's aspiration toward digital innovation.

In summary, the commitment entails significant prospects to promote transparency, efficiency, and innovation in the country's legislative processes. By adopting open-source technologies, the

Legislative Yuan can modernize its digital infrastructure, promote civic engagement, and set an example for how open-source technologies could contribute to higher levels of transparency and civic engagement in the works of the governments.

Opportunities, challenges, and recommendations during implementation

The commitment to open-source transformation is widely regarded as a critical step toward fulfilling the objectives of the Action Plan. It has garnered strong support and enthusiasm from both CSO representatives and Legislative Yuan members. The active engagement and support of these stakeholders are considered an opportunity for the successful implementation of this initiative. However, ensuring and maintaining broader engagement could improve the likelihood of successful implementation. In particular, while civil society organizations (CSOs) and the Legislative Yuan are actively involved in implementing the commitment, engagement of private technology companies, research and think tank organizations, academia, etc., could leverage the implementation by bringing a diversity of perspectives and expertise to the process.

Major challenges associated with implementation are the technical expertise, resources, and high amount of workload required for the transition to open source. There may also be challenges in ensuring the security and stability of the open-source system, legal issues and licensing restrictions, and compliance with legal requirements related to data privacy and security. These challenges might reflect on the implementation and slow down the transition process.

To maximize the potential for successful implementation, independent reviewers recommend the following:

1. **Strategize and conceptualize:** having a well-defined concept with clear goals right from the start could greatly contribute to a successful open-source transformation. It is recommended that legislative Yuan develops a strategy paper that will conceptualize the entire process of converting to the open-source system by incorporating long-term and short-term actions, setting specific, measurable, and achievable objectives, as well as a detailed implementation plan and peer review with a timeline and specific targets.
2. **Provide training and support:** the move towards an open-source platform may necessitate a change in the skill set and knowledge required for the staff at the Legislative Yuan. Sufficient training and support are recommended to ensure that everyone involved is competent in utilizing and maintaining the transition. This training should not be limited to the IT department but should also extend to other

staff members who may not be directly involved in the implementation process. It's important that everyone at the Legislative Yuan is aware of the entire process, understands the objectives and goals, and is prepared to contribute from their perspectives. This will facilitate a smooth transition and ensure that everyone is on the same page, making it easier to achieve the desired outcomes of the open-source transformation.

Potentially Promising Commitments

This section looks at the nine commitments that independent reviewers and stakeholders have identified as having the high potential to realize promising results but that lack clarity and verifiability of milestones for full assessment of their potential results. These commitments are not well-defined and, do not present concrete steps in the Action Plan. As a result, it is challenging to fully evaluate their potential impact as they remain ambiguous and cannot be verified.

Table 3: Potentially Promising commitments

1. Open Culture in the Legislative Yuan Cluster (Commitments 1-1 and 1-2)
2. Access to and Proactive Disclosure of Information Cluster (Commitments 1-3, 1-4, 2-2, 2-3, 3-2, 4-5)
3. Data from the Legislative Yuan must be provided in an open data format (Commitment 2-1)

1. Open Culture in the Legislative Yuan Cluster (commitments 1-1 and 1-2).

For a complete description of the commitments included in this cluster, see commitments 1-1 and 1-2 in [Taiwan Open Parliament Action Plan 2021-2024](#).

Context and objectives

The goal of this cluster is to gradually foster an open, participative, inclusive, and transparent culture of policymaking in the parliamentary and legislative processes. This cultural shift is meant to improve the quality of legislative processes and policy debates compared to the current state, where discussions in committee meetings, sittings, or plenary sessions can often escalate into loud arguments and unproductive debates that are not inviting but discourage public interest or engagement.

To achieve this objective, Commitment 1-1 focuses on promoting greater representativeness and participation in policymaking by facilitating discussions with civil society organizations and other stakeholders in the Legislative Yuan. This commitment also seeks to provide more learning opportunities for legislators, their office members, and parliamentary staff to acquire knowledge about open governance³⁴ and enhance the code of conduct to comply with the international integrity standards with the ultimate aim of fostering an open parliament culture in the Legislative Yuan. Furthermore, Commitment 1-2 aims to reinforce the existing code of conduct to promote higher ethical and professional standards among legislators.³⁵ This measure intends to ensure that legislators uphold appropriate standards of conduct and integrity in their interactions with the public and other stakeholders, as well as in their policymaking and legislative activities.³⁶

Potential for results: Modest

This initiative garners enthusiastic backing from stakeholders in both the legislature and civil society, who believe that facilitating open and inclusive policy discussions and providing educational opportunities on open governance to legislators and staff will lead to a deeper understanding of open parliament culture and more capable elected officials and staff, potentially resulting in more participatory processes and policy debates. In the long run, this could contribute to increasing public trust in the Legislative Yuan and bridging the gap between citizens and parliament, fostering higher levels of transparency and civic participation in policymaking.

Opportunities, challenges, and recommendations during implementation

The cluster benefits from strong support in both the Civil Society and legislative Yuan, unanimously seeing these actions as one of the most significant commitments for further opening the Parliament in the long-term perspective. This shared vision and co-creative spirit could contribute to the successful implementation.

However, although stakeholders see building the open culture as one of the most significant and ambitious commitments of the Legislative Yuan within the action plan, its potential impact is contingent on the specificity and verifiability of its milestones. CSOs emphasize the importance of more specific milestones or actionable steps to pursue this aspiration. They hoped that the Action Plan would deliver more particular actions, such as specific open culture-related exchanges and seminars or mechanisms for facilitating discussion among stakeholders. It was well-noted that the commitments' texts do not provide any milestones or specify action steps. In addition, no objective targets are set that would make it possible to measure the progress toward the objectives. Its abstract formulation and lack of specific actions could hamper its implementation.

and limit the anticipated results. Therefore, to maximize the implementation potential, independent reviewers recommended a better design of the commitments with specific and verifiable activities along with the timelines, defined targets, and assigned responsible units or individuals.

In addition, the independent reviewers identified the following recommendations to improve the implementation process:

1. **Systematize the learning opportunities** for staff and legislators by continuously offering training programs and workshops on open government with an allocated budget. The learning opportunities may include routinely offering the pre-determined solicited list of relevant training but also maintaining a budget for unsolicited proposals for different learning opportunities that may arise, as well as for participation in local or international open-governance-related learning events.
2. **Develop Open Parliament Basic Training short modules (online or in-person 1 day-workshops)** integrating the following topics briefly, such as transparency, accountability, access to information, civic participation, anti-corruption and integrity, inclusion, public space, quality service delivery, etc., to raise the awareness about major concepts, tools, and best practices. The recommended course could be considered one of the key elements of the onboarding for both legislators and staff.
3. **Consider study tours and learning visits** for both representatives of the Legislative Yuan (legislators and staff) and CSOs to have the opportunity to learn from real experiences in countries with strong open government cultures.
4. **Encourage peer learning:** establish a peer-learning network for legislators, their staff, and parliamentary employees. This network could provide opportunities for sharing best practices and learning from each other's experiences.
5. **Develop online learning resources:** a series of online learning resources that provide practical guidance on open parliament culture. This could include e-learning courses, webinars, and other interactive resources. To do so, Legislative Yuan could partner with academia and CSOs working on open government issues to join intellectual and financial resources for synergistic results.
6. **Plan awareness raising about the revised (fostered) Code of Conduct** among legislators and citizens. This could also improve the code of conduct and increase public trust in the Legislative Yuan.

2. Access to and Proactive Disclosure of Information Cluster (Commitments 1-3, 1-4, 2-2, 2-3, 3-2, 4-5)

For a complete description of the commitments included in this cluster, see commitments 1-3, 1-4, 2-2, 2-3, 3-2, and 4-5 in [Taiwan Open Parliament Action Plan 2021-2024](#).

Context and objectives

Access to information from the Legislative Yuan is governed by the “Act on Information Disclosure of the Government Agencies.” This law was enacted in 2007 and is designed to promote transparency and openness of data. Under the law, members of the public have the right to access information held by the Legislative Yuan, subject to certain exceptions for classified or otherwise protected information. The law provides for a process by which individuals can submit information disclosure requests to the Legislative Yuan. It requires the Legislative Yuan to respond to such requests within a specified period. Stakeholders outline that while Taiwan has made significant progress in promoting transparency and openness in government, in practice, there are still some obstacles to accessing information and open data from the Legislative Yuan. In addition, the Legislative Yuan Meeting Video and Audio Recording Management Rules do not allow for public access to live broadcasts.

Particularly, the Legislative Yuan currently does not have clear standards on what information it shall disclose publicly, what sort of information it shall disclose proactively or upon request, and what data it should provide in the open data format. In addition, in contrast with governmental agencies that usually have open data advisory groups processing public requests, Legislative Yuan has no dedicated advisory group that would process public requests for information, assess the eligibility of disclosure, and approve or reject the release of information. Another obstacle relates to the time-consuming process of submitting information disclosure requests. In some cases, individuals may need to submit multiple requests to obtain the information they seek. Also, due to the lack of clear standards and guidelines, some officials may be uncertain and remain reluctant to share information as it is unclear who shall approve the disclosure of the specific information. Additionally, stakeholders have emphasized other issues related to the scarcity of data on legislators' administrative expenses and potential conflicts of interest. These issues make it challenging for citizens to obtain specific information, even if they have access to official records. Particularly, although caucuses and legislators submit information about their expenses related to office spending or diplomatic visits, it is only accessible through the national Annual Budget Report³⁷ published by the central government, which can make it difficult to track and access the information in a timely manner. This makes it challenging for citizens and civil society

organizations to monitor and evaluate the use of public funds by legislators.³⁸ Additionally, it is hard to find information about potential conflicts of interest among legislators or caucus office members because such information is dispersed among multiple government agencies.³⁹ In addition, the Legislative Yuan Meeting Video and Audio Recording Management Rules do not allow for public access to live broadcasts. Lastly, although most of the information is published on the official website, citizens' knowledge of how to find the required information or whom to address for assistance remains low. Respectively, some individuals or groups may not be aware of their rights or have the resources or capacity to navigate the information disclosure process effectively.⁴⁰ These issues considerably limit accessibility to the data⁴¹ and make obtaining information challenging not only for the public but also even for those CSOs that work closely with Legislative Yuan on a day-to-day basis.

This cluster of commitments responds to the above issues from multiple angles: Firstly, the Legislative Yuan will establish open data consultation mechanisms that will serve as a destination for citizens, CSOs, and other interested parties to consult and request the required information and data (Commitment 1-3). Secondly, the legislature will create an active disclosure and proactive notification mechanism that will proactively deliver specific information to stakeholders through notifications about upcoming hearings, committee proceedings, tracking bills, etc. (Commitment 1-4). Also, Legislative Yuan will develop specific forms for legislators and caucuses for disclosing administrative office spending and diplomatic-visit-related data and information on conflicts of interests among legislators and caucus members and promote disclosing respective information through the new forms on the official webpage (Commitment 2-2). Additionally, it will improve the practice of record-keeping and disclosure of information about public hearings (Commitment 3-2) and open up the video recordings of the Legislative Yuan's meetings' live broadcasts on YouTube channel, the most popular and widely used video-streaming Channel in Taiwan, compared to the practice at the outset of the action plan, where video recordings were available only in the Internet Video on Demand (IVOD) system on the internal sub-page of the official website of the Legislative Yuan (Commitment 4-5).

Potential for results: Modest

The implementation of open data consultation mechanisms and proactive disclosure and notification systems has the potential to simplify how citizens and civil society organizations access the parliamentary information they need. Online consultations, for instance, could reduce the time-consuming process of locating accurate information, thereby enhancing civic interest and trust in the legislature. In addition, active notification mechanisms could serve as a new tool for engaging civil associations in parliamentary works, leading to increased civic participation in

policymaking. Also, proactive disclosure of open data about caucuses and legislators' office and diplomatic visit expenditures will enable citizens and CSOs to access and analyze the data on public spending easily. It is worth noting that there is currently a legal loophole that allows legislators to hire their relatives as publicly funded assistants, potentially creating conflicts of interest.⁴² To mitigate this issue, legislators will be encouraged to disclose information about their assistants. By making this information easily accessible and available for analysis, greater transparency and accountability in government operations could be promoted. Opening up the video recordings of the legislative Yuan's meetings' live broadcasts to the wider public, including licensing for reuse and editing could serve as evidence on legislators' stance on a particular discussion.^{43 44 45} Stakeholders agree that implementing this commitment could increase awareness about the legislators' work⁴⁶ among constituents, improve transparency, and raise public trust towards the Legislative Yuan. Finally, this cluster improves mechanisms for record-keeping and disclosing information about public hearings compared to the current state, where only transcripts of the hearings are recorded and disclosed, which challenges CSOs, interest groups, and citizens when following the policy debate. Stakeholders⁴⁷ suggest improvements may include publishing more analytical data such as alternative versions of bills or article formulations, opinions of field experts and scholars, and how different opinions are reflected in the final decisions. More importantly, proactive disclosure of this information prior to the public hearing could significantly increase the transparency around the ongoing policy discussion and encourage higher public interest and participation in public hearings and policymaking.⁴⁸ Civil Society Groups support these commitments, recognizing the benefits of simplified and convenient access to information.^{49 50} Therefore, the implementation of this cluster cumulatively represents a significant step towards improving citizens' access to information.

Despite the potential benefits, the actions outlined in the commitments are too broad, and, in one case (Commitment 1-3) only cover actions 2021. While the commitments intend to establish open data consultation mechanisms, there is no specification of the mechanisms' exact nature, how they will improve information accessibility, and what specific milestones are to be achieved. Additionally, the Action Plan does not provide a clear vision and design of the proactive disclosure and notification mechanism, nor does it specify the type and comprehensiveness of information that will be delivered through active notifications and the major channels that will be utilized. There is also no clarity on whether the mechanisms will clarify the standards and guidelines for releasing data or whether the data will be provided in an open-data format. The lack of specificity regarding milestones and actions may significantly reduce the effectiveness of implementation and respective results. Consequently, while this cluster has the potential to considerably enhance access to and transparency of information, its impact is somewhat constrained due to the lack of specific actions and milestones. Consequently, its potential for results is assessed as modest.

Opportunities, challenges, and recommendations during implementation

The backing of both the Legislative Yuan and civil society is advantageous for this cluster. Securing recognition from both lawmakers and citizens can represent a momentous stride toward enhancing data accessibility. When the Legislative Yuan and civil society offer their support for a particular initiative or policy, it can confer a stronger mandate for change, potentially enhancing the likelihood of successful implementation. Accordingly, collaborative results can be achieved by engaging multiple stakeholders, including civil society organizations, academia, private sector entities, individual members of the public, and government agencies, during the design and implementation of the mechanisms. This can help to ensure that a diversity of perspectives and expertise are brought to the table and that solutions are developed that are both effective and sustainable.

Although the potential benefits of transforming parliamentary practices of information disclosure are considerable, the design of the cluster at the commitment level presents several challenges that may impede successful implementation. Many commitments in this cluster offer only a high-level overview of objectives, with limited specific information on planned activities or the path toward achieving results. The lack of clarity regarding planned activities, measurable milestones, or responsible units or individuals for implementation may introduce ambiguity and reluctance in the implementation process. To address these issues, independent reviewers recommend [a better commitment design that includes verifiable milestones with timelines, responsible entities, targets, and budget information](#). This will help to ensure a clearer path toward achieving objectives and enable effective monitoring and evaluation of progress.

In addition, the independent reviewers identified the following recommendations to improve the implementation process:

1. To achieve consistency and interoperability of data across different departments and policy areas, it is crucial [to establish unambiguous standards and guidelines](#) for data publication to ensure that the information disclosed publicly is coherent and conforms to a specific set of criteria. These standards and guidelines must specify which information should be disclosed publicly, whether it should be proactively shared or only upon request, and which data must be made accessible in open data formats that can be legally reused. Defining the criteria for data disclosure will ensure that the data is both consistent and accessible, thus enabling efficient and effective decision-making processes.
2. To effectively implement open data policies and practices, it may be beneficial [to establish an Open Data Advisory Council/group within the Legislative Yuan](#). This Council could serve as a crucial resource for legislators and the public, providing guidance and support in

navigating the complexities of open data policies and practices. In addition to providing guidance, the Open Data Advisory council would also play a critical coordination role, responding to specific matters related to open data policies and practices in a timely manner. This coordination role is essential to ensure that the legislature's data is shared in an open and transparent way while also respecting privacy concerns and legal requirements. The Open Data Advisory Council would require a diverse set of members, including experts in data management, policy analysis, privacy law, and public engagement. With their collective expertise, the Council would be well-equipped to provide informed recommendations and support to decision-makers.

3. [An awareness-raising strategy](#) is necessary to promote data accessibility and disclosure to the public. It should educate legislators, their offices' members, and Legislative Yuan staff on best data management and dissemination practices. This could include training sessions, workshops, study visits, etc.
4. To ensure the effective implementation of data accessibility and disclosure policies and practices, it would be highly beneficial [to establish a mechanism for monitoring and evaluating](#) the process. This mechanism should incorporate methods for tracking data usage and gathering feedback from stakeholders to inform continuous improvement. Through tracking data usage, decision-makers can assess the effectiveness of policies and practices, identifying which data sets are most in demand and what data is being underutilized. Additionally, soliciting feedback from stakeholders can provide valuable insights into the challenges and opportunities in data management, leading to better-informed decision-making processes. Furthermore, the mechanism should include robust evaluation methods that assess the impact of data accessibility and disclosure policies and practices on transparency, accountability, and innovation in government and society. This evaluation can help to identify the key success factors and challenges in the implementation process, leading to a more refined and effective approach to data accessibility and disclosure policies and practices.

3. Commitment 2-1 Data from the Legislative Yuan must be provided in an open data format

For a complete description of this commitment, see commitment 2-1 in [Taiwan Open Parliament Action Plan 2021-2024](#).

Context and objectives

The Legislative Yuan has made a commitment to publish certain information in open data format,⁵¹ of which will enable civil society watchdog organizations to properly analyze and reuse the data for added value. At present, various types of information such as voting records, committee reports on public hearings, legislative riders on budget decisions, bill petitioners, studies by Budget Center and Organic Laws Statutes Bureau, and data from the Parliamentary Library are only provided in proprietary formats such as .pdf, .doc or .jpg photos.⁵² These formats make it almost impossible for watchdog organizations to analyze the data adequately.

To rectify this situation, the Legislative Yuan will first review the parliamentary procedure flowchart to determine which data should be made available in open data format and then formulate the mechanisms for making data available in open data format. This move will enable civil society watchdog organizations to analyze and utilize the data provided by the Legislative Yuan more effectively.

Potential for results: Modest

Civil Society Organizations strongly endorse this commitment and emphasize it as the paramount undertaking in the Action Plan, with considerable potential to yield concrete outcomes. Citizen Congress Watch (CCW), one of the primary local CSOs responsible for monitoring the Legislative Yuan, has been actively advocating for the disclosure of data, including data related to budget deliberations and official government business, in an open data format.⁵³ As articulated by stakeholders, although the Legislative Yuan publishes most information on its official website, the opportunities for proper analysis are limited due to the format. The availability of data in an open, machine-readable format has the potential to transform the status quo for CSOs, interested parties, and citizens keen on monitoring the day-to-day operations of the Legislative Yuan.

As a preliminary outcome, this change will create new prospects for watchdog CSOs to make optimal use of data, conduct accurate analysis, and present it in an accessible, user-friendly interface for citizens. This will enhance the constituents' ability to keep track of their legislators' activities and become more involved in the work of the Legislative Yuan. From a long-term perspective, the full implementation of this commitment could make a significant contribution to enhancing transparency in the legislature and fostering public trust and engagement in the works of the Legislative Yuan.

Opportunities, challenges, and recommendations during implementation

With the support of both the Legislative Yuan and civil society organizations (CSOs), there are various opportunities to be gained by opening up selected parliamentary data. For the legislature, a pragmatic approach to maximize the benefits of this initiative would be to leverage the open data to create more compelling and interactive ways of presenting its legislative activities to the public. This could involve using dynamic infographics and interactive diagrams to visualize basic information and directions on the budget bill, as well as providing daily updates on the status of bills in the legislative process. Additionally, the Legislative Yuan could collaborate closely with CSOs to expand upon this experience and explore new sets of information that could also be provided in an open data format allowing for more replicability and reuse by CSO and other interested parties. In this line, commitment could also benefit from retrospectively opening the data such as voting records or committee reports, allowing CSOs to monitor voting trends and constituents to better trace the stances of elected representatives.

Certain technical challenges may impede the successful implementation of this commitment, such as those related to the conversion of existing or ongoing data into open data formats. In the case of the commitment to include data on legislative riders, particularly riders on budget decisions, stakeholders^{54 55} have reported difficulties in tracking and disassembling the data to provide it in an open format, despite the endorsement of the OP-MSF members. It is essential to recognize and address these technical challenges to ensure the effective delivery of open data commitments and enable stakeholders to fully leverage the benefits of open data. This may involve developing clear protocols and processes for data design, collection, management, and dissemination to facilitate the efficient conversion of data into open data formats. Another challenge in the implementation may relate to the lack of specificity in the commitment design. The lack of clarity regarding planned activities, measurable milestones, or responsible units or individuals for implementation may hinder the implementation process. Accordingly, independent reviewers recommend [improving commitment design by incorporating verifiable milestones with timelines, responsible units, targets, and budget information](#). This will facilitate a more transparent and structured path toward accomplishing the objectives, thereby enabling efficient monitoring and evaluation of the progress made.

In addition, the independent reviewers identified the following recommendations to improve the implementation process:

1. Develop a specific [work plan and timeline](#) for publishing the selected data in an open, machine-readable format that also permits legal reuse. The plan should outline specific

steps, responsibilities, and timelines to ensure that data is published promptly and consistently.

2. Ensure that the [data is published in a timely and consistent manner](#) to allow for proper analysis and monitoring by civil society watchdog organizations. This includes establishing protocols for verifying the accuracy, completeness, and security of the data.
3. Provide [training and support to Legislative Yuan staff](#) on how to publish data in an open data format, including how to maintain data quality, security, and privacy. This may involve training staff on relevant technical skills, as well as adopting international open data practices for ensuring data quality, accessibility, and security.
4. [Consider scaling up a commitment](#) by comprehensive review of parliamentary procedures to identify which data should be made available in open data format. This process should involve consulting with stakeholders, including watchdog Civil Society Organizations, to ensure that the selected data is relevant and useful for public oversight.
5. [Collaborate with civil society watchdog organizations to identify their specific open data needs](#) and incorporate their feedback into the open data publishing process. This collaboration should be ongoing and interactive, with regular opportunities for feedback and input from stakeholders.
6. Establish [a user-friendly platform](#) for accessing and analyzing the data, with [clear instructions and guidance](#) on how to use the open data. The platform should be designed to meet the needs of both technical and non-technical users, with features that enable users to easily search, filter, and visualize the data.
7. Regularly [conduct routine monitoring](#) of the open data publishing process to ensure that it is meeting the needs of civil society watchdog organizations and the public. This includes soliciting feedback from stakeholders, monitoring usage metrics, and making necessary improvements to the platform and data publishing process.
8. To enhance [the capacity of the existing Open Data Portal](#)⁵⁶, it is recommended to establish a dedicated space that consolidates all publicly available legislative data in a machine-readable format. This should include regular disclosures on legislative proceedings, voting records, and other significant legislative activities. To improve accessibility, the portal should feature user-friendly search tools and intuitive navigation, ensuring that it is easily accessible for all users, including CSOs and the general public. By centralizing and optimizing the presentation of data in this way, the portal can enhance transparency and facilitate informed decision-making. The reference could be made to Taiwan's

government's Open Data Portal at <https://data.gov.tw/en> to align with the high standards of operation.

By implementing these actionable steps, the Legislative Yuan could ensure that its commitment to publishing data in an open data format is fully realized and that civil society watchdog organizations and the public can effectively use the data and monitor and analyze the day-to-day activities of the Legislative Yuan. This will increase transparency and trust in the legislative process and promote greater citizen engagement in the works of the Legislative Yuan.

Other Commitments

With [Commitment 3-3](#), the Legislative Yuan continues to work to increase the outreach of parliamentary services and promote wider public participation outside the Capital City, Taipei, by strengthening its Central and South Taiwan service centers. Stakeholders outline that the awareness about the local service centers is very low. Citizens who want to engage, protest, submit a complaint or utilize other participation mechanisms consider traveling to Legislative Yuan in the Capital City as the only option. This limitation is related to several challenges, including transportation costs and other mobility barriers, and reduces the participation opportunities for the local population. The commitment modestly suggests the development of a specific Action Plan for strengthening the service centers that would look at upgrading services and promoting the opportunities centers would provide. Stakeholders also suggest holding several public hearings in the central and southern Taiwan parliamentary centers⁵⁷, which, if implemented along with more active service centers, could trigger higher interest and encourage participation on a local level.⁵⁸

[Commitment 3-4](#) seeks to enhance the effectiveness of Taiwan's Lobbying Act⁵⁹, which has not been widely used or functioning effectively. To introduce effective mechanisms for lobbying, the commitment's modest proposals include research of international lobbying systems, analysis of different opinions, and development of an Action Plan for adjusting a lobbying system.

[Commitment 3-5](#) continues the efforts to make the Legislative Yuan physical space equally accessible for all members of society and especially for people with special needs. Its modest action suggests reviewing the accessibility plan and publishing the progress online through the official webpage. Action to open up the physical space for people with special needs could contribute to more inclusive parliamentary processes.

[Commitments 4-1, 4-2, and 4-3](#) continue to improve the functionality of the Legislative Yuan's official website and make it more user-friendly for public use. Specifically, [Commitment 4-1](#) aims

to integrate different web pages managed by various units of the Legislative Yuan into one major web destination. Compared to the status quo, where the information is scattered among different web pages and may provide mismatching information in some cases, this change could improve how citizens and interested parties access and find the information they seek. Besides, the integration of webpages will allow for the synchronization of published information. Citizens could rely on a single official source without mismatching data from pages of different parliamentary structural units. Commitment 4-2 focuses on the optimization of the search function on the official website by revisiting and reintroducing the master search keyword list that will be shared among all the departmental search systems but not made compulsory. It also envisages discussing adding user report mechanisms. Commitment 4-3 responds to the existing issue with URL addresses on different web pages, which do not work after a certain period, a webpage renewal, or other reasons. This makes it challenging to retrieve or share digital resources. The introduction of the new system requiring separate permanent addresses and a specific set of rules for digital resources would allow for the long-term retrieval of digital resources, such as bills, motions, legislation, etc., without any limitations. The implementation of all three commitments could synergistically improve information availability and contribute to the higher transparency of the Legislative Yuan.

[Commitments 5-1, 5-2, and 5-3](#) continue Legislative Yuan's active efforts to raise public awareness about democratic parliamentary processes by targeting the topic from multiple angles. Namely, commitment 5-1 focuses on the development of a comprehensive, easy-to-read contemporary manual exploring a wide range of topics such as legislative, policy-making, and budgetary processes, legislators' duties, committees' functions, operational procedures, open parliament in general, and more. Released under a Creative Commons license, the manual could stimulate the reuse and recreation of educational content in many ways and for the diversity of target groups, for example, a board game⁶⁰ or online gamified educational content for younger generations. In line with the manual, commitment 5-2 seeks to compile a unified map of all the Legislative Yuan's information channels, such as Parliamentary TV, databases, parliamentary library, and information platform, and launch a large awareness-raising campaign about available channels for public use. Serving the same goal, commitment 5-3 targets the secondary and higher education systems and seeks different ways to integrate learning material into the formal and informal curricula. Commitment actions include promoting study visits to the Legislative Yuan in schools, colleges, and universities, collaborating with educational institutions to organize lectures about open parliament, and collaborating with the Ministry of Education to develop programs on open government. This commitment also envisages the development of a manual for civil associations participating in the parliament and organizing the open parliament courses for citizens to prepare them for active participation in the process of elaboration of the next open parliament plan.

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- ²⁰ Xing-li Chen, senior analyst of the Information Technology Department in the Legislative Yuan, interview with Local Researcher, 29 December 2022
- ²¹ Yu-cheng Gao, executive secretary of Pocket Congress, interview with Local Researcher, 29 December 2022
- ²² Vita Huang, a commissioner of the Secretariat in the Legislative Yuan, phone interview with Local Researcher, 21 Mar, 2023
- ²³ Pin-quan Tsai, section chief of Secretariat in the Legislative Yuan, interview with Local Researcher, 29 December 2022
- ²⁴ Pin-quan Tsai, section chief of Secretariat in the Legislative Yuan, interview with Local Researcher, 29 December 2022
- ²⁵ Ronny Wang, programmer, interview with Local Researcher, 9 January 2023.
- ²⁶ Xing-li Chen, senior analyst of the Information Technology Department in the Legislative Yuan, interview with Local Researcher, 29 December 2022
- ²⁷ Xing-li Chen, senior analyst of the Information Technology Department in the Legislative Yuan, interview with Local Researcher, 29 December 2022.
- ²⁸ Ronny Wang, programmer, interview with Local Researcher, 9 January 2023
- ²⁹ Global Competitiveness Report published by World Economic Forum: <https://www.weforum.org/reports/the-global-competitiveness-report-2020/competitiveness-rankings/>
- ³⁰ The Forbes, "How Taiwan is Reinventing Its National Culture From Manufacturing Efficiency To Innovation And IP": <https://www.forbes.com/sites/michellegreenwald/2017/02/07/how-taiwan-is-reinventing-its-national-culture-from-manufacturing-efficiency-to-innovation-ip/?sh=76a30d6e6650>
- ³¹ IGlobe News, "Taiwan's digital innovations: controlling COVID and enhancing democracy": <https://www.iglobenews.org/taiwans-digital-innovations-controlling-covid-and-enhancing-democracy/>
- ³² Xing-li Chen, senior analyst of the Information Technology Department in the Legislative Yuan, interview with Local Researcher, 29 December 2022.
- ³³ Ronny Wang, programmer, interview with Local Researcher, 9 January 2023.
- ³⁴ Minutes of the third OP-MSF meeting
- ³⁵ Minutes of the third OP-MSF meeting.
- ³⁶ Po-yu Tseng, Vice CEO of Doublethink Lab, online interview with Local Researcher, 4 January 2023.
- ³⁷ Annual Budget Report published by the central government available: <https://lis.ly.gov.tw/budgetc/lybudgetimg?ACTION=UE.N137095,10>
- ³⁸ Yu-cheng Gao, executive secretary of Pocket Congress, interview with Local Researcher, 29 December 2022.
- ³⁹ Yu-cheng Gao, executive secretary of Pocket Congress, interview with Local Researcher, 29 December 2022
- ⁴⁰ Ms. Chen, representative from Hsiang-ling Lai's office, interview with Local Researcher, 13 January 2023.
- ⁴¹ Ming-Xuan Wu, CEO of DoubleThink Lab, online interview with Local Researcher, 4 January 2023.
- ⁴² Yu-cheng Gao, executive secretary of Pocket Congress, interview with Local Researcher, 29 December 2022
- ⁴³ Ronny Wang, programmer, interview with Local Researcher, 9 January 2023.
- ⁴⁴ Ms. Chen, representative from Hsiang-ling Lai's office, interview with Local Researcher, 13 January 2023.
- ⁴⁵ Minutes of the third OP-MSF meeting.
- ⁴⁶ Ronny Wang, programmer, interview with Local Researcher, 9 January 2023.
- ⁴⁷ Minutes of the second OP-MSF meeting.
- ⁴⁸ Minutes of the second OP-MSF meeting.
- ⁴⁹ Xin Cheng, representative from Pocket Congress, interview with Local Researcher, 29 December 2022.
- ⁵⁰ James Kan, Vice CEO of Citizen Congress Watch, online interview with IRM Researchers and Local Researcher, 5 January 2023.
- ⁵¹ Minutes of parliamentary sessions and committees of Legislative Yuan" <https://www.ly.gov.tw/EngPages/List.aspx?nodeid=487>

⁵² James Kan, Vice CEO of Citizen Congress Watch, online interview with IRM Researchers and Local Researcher, 5 January 2023.

⁵³ James Kan, Vice CEO of Citizen Congress Watch, online interview with IRM Researchers and Local Researcher, 5 January 2023.

⁵⁴ Yu-cheng Gao, executive secretary of Pocket Congress, interview with Local Researcher, 29 December 2022

⁵⁵ Xin Cheng, representative from Pocket Congress, interview with Local Researcher, 29 December 2022.

⁵⁶ Open Data Service Platform of Legislative Yuan: <https://data.ly.gov.tw/>

⁵⁷ Minutes of the third OP-MSF meeting.

⁵⁸ Mei-chun Lee, an anthropologist, online interview with Local Researcher, 12 January 2023.

⁵⁹ Lobbying Act of Taiwan available at

<https://ws.moi.gov.tw/Download.ashx?u=LzAwMS9VcGxvYWQvT2xkRmlsZS9sYXc3X2ZpbGUv6YGK6Kqq5rOV6lux5paH54mIXzEucGRm&n=6YGK6Kqq5rOV6lux5paH54mIXzEucGRm>

Section III. Key Recommendations

The section provides recommendations for the Legislative Yuan, aiming to support the Legislative Yuan in implementing the Action Plan 2021-2024. The recommendations are based on interviews with government and civil society stakeholders during the initial review process.

1. Improve commitment design to improve implementation.

Nine of the twenty commitments in this Action Plan provide a broad and sometimes vague overview of the intended reform with limited specific information on the planned activities and how these activities would address the issue. As a result, they may have higher ambition or potential results that independent reviewers could not definitively evaluate as promising due to a lack of information confirming their level of ambition and verifiability, despite information from the interviews conducted.

Accordingly, to improve the implementation process, independent reviewers recommend revisiting the Action Plan for each commitment by considering the following aspects:

- 1.1 Make sure commitments have at least two or three verifiable and progressive milestones that describe specific, measurable, attainable, relevant, and timebound (SMART) activities
- 1.2 Ensure that milestone texts are aligned with the commitment objectives given in the narrative text and provide at least process-related indicators which measure whether the milestones have been achieved or not, ideally with the respective target values and valid sources of verifications.
- 1.3 Along with the SMART milestones, commitments should include specific structural units or individuals assigned as lead (responsible) for the implementation. This can be either from the Legislative Yuan or also from CSOs, if applicable. Provide contact information for the individual or individuals who will directly manage implementation rather than the high-level official for the respective government agency.
- 1.4 Consider including the pre-defined budget for commitments to ensure their implementation and secure the budget.

If the commitment text and milestones are not clearly defined and aligned, and if milestones are not clearly connected with the commitment text, the original commitment idea dissolves very fast and hinders the implementation, especially since the responsible units have not been defined. Simply put, clarity of the Action Plan is the key to successful implementation.

2. Foster the engagement of the representatives of the Legislative Yuan in the Action Plan implementation processes.

To enhance the scope of engagement and ensure a smooth implementation process, the Legislative Yuan should make a concerted effort to increase the representation of legislators or the representatives of the Legislative Yuan in the engagement process. This involves encouraging individual legislators and caucus members to actively participate in OP-MSF meetings, regularly attending and contributing their input, as well as fostering a collaborative relationship with CSOs to drive the implementation of commitments. Further, the Legislative Yuan should promote co-creation by facilitating open communication and information-sharing between stakeholders, ultimately leading to improved efficiency and effectiveness of implementation.

3. Maximize Collaboration for Effective Implementation

To effectively implement the Open Parliament Action Plan, the Legislative Yuan and CSOs should prioritize collaboration and communication. This can be achieved by updating the Guiding Principles for collaboration to respond to the issue related to diverse interpretations of the roles and responsibilities of OP-MSF members, and developing a **RACI** (Responsible, Accountable, Consulted, and Informed) **Matrix** to optimize the allocation of responsibilities, individuals, and teams, improve the sense of understanding and ownership for implementation. The RACI Matrix could provide the distinct and tailored collaboration mechanism, ensure a smooth exchange of essential information, and improve the overall efficiency of the process. By implementing RACI Matrix, the Legislative Yuan and CSO representatives could mitigate the collaboration related challenges and encourage delivering the Open Parliament Values and Principles to wider range of stakeholders.

4. Disseminate information about the Action Plan implementation progress.

The Legislative Yuan should consider regularly sharing updates on the progress of the Action Plan implementation among various stakeholders, including the Legislative Yuan, Civil Society Organizations (CSOs), and the general public. The dissemination of this information should focus on highlighting successes, setbacks, and upcoming plans, as doing so can motivate legislators to engage with and take ownership of "successful projects." Additionally, this approach can foster greater transparency in the implementation process and encourage external scrutiny, thereby helping to maintain momentum and ensure the achievement of far-reaching outcomes.

A combination of two or more formats/mechanisms listed below would serve as the best approach for dissemination of the progress information, as mixed methods typically have a higher likelihood of success in popularizing a topic and making it more attractive and inviting for engagements. Here are some suggestions:

1. Short narratives about successful steps and results in a one-pager format
2. 1 to 2-paragraph news updates disseminated through email internally among legislators, office members, parliamentary staff
3. Visually attractive infographics and diagrams on social media or other communication channels and news outlet

5. Develop and utilize a monitoring framework for better implementation.

Although the OP-MSF currently uses the Trello platform as a basis to track the implementation of activities, it is recommended that the OP-MSF develop a comprehensive monitoring framework to effectively track the implementation of the Action Plan within its timeframe. Such a framework would provide a structured approach to monitor progress, identify areas of improvement, and ensure accountability and transparency throughout the implementation process. The Monitoring Framework should comprise at least two key components, such as an assessment of (1) progress status and (2) completion status for commitments and each of their milestones, and periodically collect feedback from all the stakeholders, such as the Legislative Yuan and CSOs on these aspects.

The progress status assessment should provide reasoned insights into whether the implementation process is ongoing, suspended, not started, or complete. Completion status shall provide information about the degree of commitments' completions.

Monitoring the implementation process of the Action Plan is a systematic mechanism aimed at observing the progress of implementation and improving the quality of future decisions through the analysis of information and experience gained from the monitoring process. By systematically collecting information on the implementation process, identifying challenges, analyzing them, and planning responses accordingly, timely and effective implementation of the overall process can be ensured.

To facilitate effective monitoring, independent reviewers recommend conducting routine monitoring on a quarterly basis and presenting the findings to the OP-MSF. This approach will provide stakeholders with timely insights into the progress of the implementation process and inform future decisions related to the Action Plan

Section IV. Initial Review Methodology Based on OGP's IRM Indicators

Purpose and Objectives

The overall purpose of the Action Plan Initial Review is to provide a comprehensive assessment of the characteristics of Taiwan's Open Parliament Action Plan 2021-2024 and to identify the strengths and challenges to inform a stronger implementation process. The initial review methodology is based on and in line with the OGP Independent Review Mechanism (IRM) methodology. This approach aims to identify the strongest and most promising commitments against key open government indicators: potential for results, priority for country stakeholders, and national open government priorities.

To respond to the initial review objective, the following key questions were identified:

1. How does the Action Plan respond to stakeholder priorities, consultations, or recommendations?
2. What are policy areas covered in the Open Parliament Action Plan? How are they linked to open governance?
3. What is the ambition or quality of the Action Plan?
4. What are the CSOs' and the Government's perspectives on the strengths and weaknesses of this Action Plan development process?
5. What are the overall shortcomings or weaknesses in the Action Plan?
6. What are the contributing factors or barriers that limit ambition, diversity, policy objectives, or design quality of commitments?

The initial review methodology was designed to respond to the key initial review assessment questions, understand how commitments can potentially contribute to the envisaged results, and how they are aligned with the open government lens.

Process

The following steps were defined to be followed for the filtering and clustering process:

Step 1: determine what is reviewable and what is not based on the [verifiability](#) of the commitment as written in the Action Plan text.

Step 2: determine if the commitment has an [open government lens](#). Is it relevant to Open Government values?

Step 3: Review commitments that are verifiable and have an open government lens to identify if a certain commitment needs to be clustered. Commitments that have a common policy objective or commitments that contribute to the same reform or policy issue should be clustered, and their “potential for results” should be reviewed as a whole. The clustering process is conducted by following the steps below:

- 3.1. Determine overarching themes. They may be as stated in the Action Plan, or if the Action Plan is not already grouped by themes, may be referenced to OGP thematic tagging.
- 3.2. Review objectives of commitments to identify commitments that address the same policy issue or contribute to the same broader policy or government reform.
- 3.3. Organize commitments by clusters as needed. Commitments may already be organized in the Action Plan under specific policy or government reforms or may be standalone and, therefore, not clustered.

Step 4: assess the [potential for results](#) of the cluster or standalone commitment.

Data Collection Methodology

The Initial Action Plan Review methodology for Taiwan’s Open Parliament Action Plan 2021-2024 follows the OGP IRM methodology for Action Plan Review, relevant templates, and publishing guidelines. The utilization of an Action Plan Review methodology delivers a technical assessment of the Action Plan and its alignment with the open governance agenda.

To do this, a critical desk review in combination with qualitative methods was utilized that provided an in-depth understanding of the nature of the Action Plan and its commitments, co-creation by the Parliament and Civil Society Organizations, assessment of the implementation progress against milestones, and identification of strengths and challenges to inform stronger implementation process. In addition, the assessment identified both the commitments which are promising and could provide transformative results and commitments that are phonetically promising.

Target Group and Sampling

The target group identified for the Initial Action Plan Review is mainly key stakeholders associated with the open parliament processes in Taiwan.

Purposive sampling was used as the method to select participants for the qualitative interviews according to the preselected criteria relevant to the assessment objective and questions. In

particular, the following sampling criteria were identified for the recruitment of the participants for the qualitative interviews:

- a) Membership of the Multi-stakeholder Forum
- b) Group: Government, NGO, academia, or private sector
- c) Involvement in the Action Plan development process
- d) Other relevant key stakeholders that might not have been involved in the open parliament process but could potentially be relevant for the open government initiatives or commitments representing government, NGOs, academia, the private sector, and citizens

The Action Plan's Initial Review was conducted by an international (Lead Researcher) and a local expert. The international expert supervised and managed the entire initial review, while the local expert assisted in the data collection and assessment process. The findings were validated by international peer review.

The Initial Review Indicators

The Action Plan review process relies on [three key indicators](#) for this review:

1. Verifiability

- *“Yes”*: Specific enough to review. As written in the Action Plan, the objectives stated and actions proposed are sufficiently clear and include objectively verifiable activities to assess implementation.
- *“No”*: Not specific enough to review. As written in the Action Plan the objectives stated and proposed actions lack clarity and do not include explicit verifiable activities to assess implementation.

*Commitments that are not verifiable will be considered “not reviewable”, and further assessment will not be carried out.

2. Does it have an open government lens? (Relevance)

This indicator determines if the commitment relates to open government values of transparency, civic participation or public accountability as defined by the Open Government Declaration, the OGP Articles of Governance and by responding to the guiding questions below.

Based on a close reading of the commitment text, it determined whether the commitment has an open government lens:

- *Yes/No*: Does the commitment set out to make a policy area, institutions, or decision-making process more transparent, participatory, or accountable to the public?

For each commitment, the assessment is based on the OGP open government values as defined in the Articles of Governance, publicly available on OGP's website.

Transparency: Will the government disclose more information, improve the legal or institutional frameworks to guarantee the right to information, improve the quality of the information disclosed to the public, or improve the transparency of government decision-making processes or institutions?

Civic Participation: Will the government create or improve opportunities, processes, or mechanisms for the public to inform or influence decisions? Will the government create, enable, or improve participatory mechanisms for minorities or underrepresented groups? Will the government enable a legal environment to guarantee freedoms of assembly, association, and peaceful protest?

Public Accountability: Will the government create or improve opportunities to hold officials answerable for their actions? Will the government enable a legal, policy or institutional frameworks to foster accountability of public officials?

3. Potential for results

Given the purpose of this Initial Review, the assessment of "potential for results" is only an early indication of the possibility the commitment has to yield meaningful results based on its articulation in the action plan in contrast with the state of play in the respective policy area.

The scale of the indicator is defined as:

- *Unclear*: the commitment is aimed at continuing ongoing practices in line with existing legislation, requirements, or policies without indication of the added value or enhanced open government approach in contrast with existing practice.
- *Modest*: a positive but standalone initiative or changes to process, practice, or policies. Commitments that do not generate binding or institutionalized changes across government or institutions that govern a policy area. For example, tools like websites, or data release, training, pilot projects
- *Substantial*: a possible game changer to the rules of the game (or the creation of new ones), practices, policies or institutions that govern a policy area, public sector and/or relationship between citizens and state. The commitment generates binding and institutionalized changes across the government.

Annex 1. Commitment by Commitment Data

<p>Commitment 1-1: The Legislative Yuan shall create a culture of diversity and openness.</p> <ul style="list-style-type: none"> ▪ Verifiable: No ▪ Does it have an open government lens? Yes ▪ This commitment has been clustered as Open Culture in the Legislative Yuan [Commitment 1-1 & 1-2] ▪ Potential for results: Modest
<p>Commitment 1-2: The open parliament policy should help the people to supervise the Legislative Yuan.</p> <ul style="list-style-type: none"> ▪ Verifiable: No ▪ Does it have an open government lens? Yes ▪ This commitment has been clustered as Open Culture in the Legislative Yuan [Commitment 1-1 & 1-2] ▪ Potential for results: Modest
<p>Commitment 1-3: An open data governance mechanism must be established</p> <ul style="list-style-type: none"> ▪ Verifiable: Yes ▪ Does it have an open government lens? Yes ▪ This commitment has been clustered as Access to and Proactive Disclosure of Information [Commitment 1-3,1-4, 2-2, 2-3, 3-2, & 4-5] ▪ Potential for results: Modest
<p>Commitment 1-4: The Legislative Yuan shall actively provide information</p> <ul style="list-style-type: none"> ▪ Verifiable: [No] ▪ Does it have an open government lens? [Yes] ▪ This commitment has been clustered as Access to and Proactive Disclosure of Information [Commitment 1-3,1-4, 2-2, 2-3, 3-2, & 4-5] ▪ Potential for results: Modest
<p>Commitment 2-1: Data from the Legislative Yuan must be provided in an open data format.</p> <ul style="list-style-type: none"> ▪ Verifiable: No ▪ Does it have an open government lens? Yes ▪ Potential for results: Modest

Commitment 2-2: Stronger supervision of open data – The budgets for official government business must be properly disclosed.
<ul style="list-style-type: none"> ▪ Verifiable: Yes ▪ Does it have an open government lens? Yes ▪ This commitment has been clustered as Access to and Proactive Disclosure of Information [Commitment 1-3,1-4, 2-2, 2-3, 3-2, & 4-5] ▪ Potential for results: Modest
Commitment 2-3: Stronger supervision of open data – Information on conflicts of interest must be properly disclosed.
<ul style="list-style-type: none"> ▪ Verifiable: Yes ▪ Does it have an open government lens? Yes ▪ This commitment has been clustered as Access to and Proactive Disclosure of Information [Commitment 1-3,1-4, 2-2, 2-3, 3-2, & 4-5] ▪ Potential for results: Modest
Commitment 3-1: Develop advocacy platforms or programs that are convenient for public participation.
<ul style="list-style-type: none"> ▪ Verifiable: Yes ▪ Does it have an open government lens? Yes ▪ Potential for results: Substantial
Commitment 3-2: Improve the public hearing and auditing experience at the Legislative Yuan.
<ul style="list-style-type: none"> ▪ Verifiable: Yes ▪ Does it have an open government lens? Yes ▪ This commitment has been clustered as Access to and Proactive Disclosure of Information [Commitment 1-3,1-4, 2-2, 2-3, 3-2, & 4-5] ▪ Potential for results: Modest
Commitment 3-3: Provide better parliamentary services outside the capital, Taipei City.
<ul style="list-style-type: none"> ▪ Verifiable: Yes ▪ Does it have an open government lens? Yes ▪ Potential for results: Modest

Commitment 3-4: Conduct timely reviews of the effectiveness of lobbying registration and improve the experience
<ul style="list-style-type: none"> ▪ Verifiable: Yes ▪ Does it have an open government lens? No ▪ Potential for results: Modest
Commitment 3-5: Strengthen review and planning to improve environmental accessibility in the Legislative Yuan building.
<ul style="list-style-type: none"> ▪ Verifiable: Yes ▪ Does it have an open government lens? No ▪ Potential for results: Unclear
Commitment 4-1: Optimize the functionality of Legislative Yuan's website integrate the Legislative Yuan's information system
<ul style="list-style-type: none"> ▪ Verifiable: Yes ▪ Does it have an open government lens? Yes ▪ Potential for results: Modest
Commitment 4-2: Optimize the functionality of the Legislative Yuan's website – Strengthen the keyword search.
<ul style="list-style-type: none"> ▪ Verifiable: Yes ▪ Does it have an open government lens? Yes ▪ Potential for results: Modest
Commitment 4-3: Optimize the functionality of the Legislative Yuan's website – Digital resources should all be given their own, separate web domains.
<ul style="list-style-type: none"> ▪ Verifiable: Yes ▪ Does it have an open government lens? Yes ▪ Potential for results: Modest
Commitment 4-4: Convert the Legislative Yuan's digital systems to open source.
<ul style="list-style-type: none"> ▪ Verifiable: Yes ▪ Does it have an open government lens? Yes ▪ Potential for results: Substantial

Commitment 4-5: Amend laws to permit the download of source videos from live broadcasts.

- Verifiable: Yes
- Does it have an open government lens? Yes
- This commitment has been clustered as Access to and Proactive Disclosure of Information [Commitment 1-3,1-4, 2-2, 2-3, 3-2& 4-5]
- Potential for results: Modest

Commitment 5-1: Produce publicly licensed educational materials on parliament suitable for the layperson.

- Verifiable: Yes
- Does it have an open government lens? Yes
- Potential for results: Modest

Commitment 5-2: Increase the marketing and promotion of Parliamentary TV and related databases.

- Verifiable: Yes
- Does it have an open government lens? Yes
- Potential for results: Modest

Commitment 5-3: Implement parliamentary literacy and education plans and incorporate them into existing educational and promotional systems.

- Verifiable: Yes
- Does it have an open government lens? Yes
- Potential for results: Modest

Annex 2: Minimum Requirements for Acting According to OGP Process

This initial review examines how well the Action Plan meets the minimum requirements of the updated OGP Participation & Co-Creation Standards,⁶¹ which became effective on January 1st, 2022. International reviewers assess if Taiwan's Legislative Yuan complied with the following aspects of the standards during the development of the Action Plan, which constitutes the minimum threshold:

1. **A forum exists:** there is a forum to oversee the open parliament process.
2. **The forum is multi-stakeholder:** Both parliament and civil society participate in it.
3. **Reasoned response:** The parliament or multi-stakeholder forum documents or is able to demonstrate how they provided feedback during the co-creation process. This may include a summary of major categories and/or themes proposed for inclusion, amendment, or rejection.

The table below summarizes the assessment of the three standards and each standard is assessed and scored based on whether it fully or moderately meets the requirements (indicated by green or orange color coding, respectively), or if the standard is not met (indicated by red color coding).

Table 1: Summary of the minimum requirement to act according to the Co-Creation and Participatory Standards

Minimum Standard	Was the standard met?
A forum exists. The Open Parliament Multi-stakeholder Forum (OP-MSF) was established in June 2020 consisting of two groups the Preparatory Committee and Executive Task Force. ⁶²	Fully
The Open Parliament Forum is multi-stakeholder (OP-MSF). It consists of 24 members from various groups, including legislators, civil society, individual experts, and scholars. OP-MSF includes 7 members from Legislative Yuan and 17 - from the civil society, out of which 8 represent SCOs and 9 individual experts.	Fully

Although the OP-MSF conducted various engagement activities with the key CSOs and citizens, exchanged during discussions, and collected diverse opinions, it did not have a dedicated mechanism to provide a written response explaining how the public's feedback was utilized to develop the Action Plan.

Moderately

⁶¹ <https://www.opengovpartnership.org/documents/irm-guidelines-for-the-assessment-of-minimum-requirements/>

⁶² The Parliament Action Plan 2021-2024 includes the list of OP-MSF members, p.7
<https://www.ly.gov.tw/EngPages/Detail.aspx?nodeid=45580&pid=219479>