Open Government Partnership (OGP)

São Paulo Action Plan

1. Introduction

With more than 11 million people and a wide territorial extension, the Municipality of São Paulo demonstrates through its local initiatives having prioritized governmental innovation to overcome development challenges in a big metropolis. Since Brazil is one of the founding countries of the Open Government Partnership, São Paulo works in line with the federal government in order to incorporate transparency, social participation, technological innovation and accountability in public management.

Since the end of 2013, with the creation of São Paulo Aberta Initiative (Open São Paulo), which coordinates and promotes actions in open government, the local context agenda became more concrete through real actions. Programs in the field of open government allowed our city to be chosen as member of the Open Government Partnership and expand its experiences to other cities in the world.

Therefore, in April 2016, alongside other 14 subnational governments, the municipality of São Paulo was chosen to integrate the Subnational Pioneers Pilot Program of OGP. In consequence, the city received the task of developing a Pilot Plan composed by 3 to 5 commitments in open government, to be implemented during 2017. In order to accomplish such task, the São Paulo Aberta Initiative, in partnership with the Office of the Municipal Comptroller (Controladoria Geral do Município), dedicated itself to conducting a participative process in the development of the Action Plan and intensified its actions aiming to promote and expand the open government culture.

2. Open Government Efforts to Date

The Municipality of São Paulo, since 2013, made important efforts in developing several open government initiatives in order to strengthen participation, transparency, accountability and technological innovation, always committed to expanding the involvement of citizens in the administration of the city.

When the São Paulo Aberta Initiative was created and the Intersecretarial Committee of Open Government of São Paulo (CIGA-SP, in Portuguese) was formed, a new model of public management came to life, capable of gathering and anchoring several initiatives of open government arising from various municipal secretariats and agencies, along with a team exclusively dedicated to the development and strengthening of such actions.

The creation of the São Paulo Aberta Initiative is the 116th goal of São Paulo's Goals Program (2013-2016), under the "Transparent, Participative and Decentralized Administration" topic. Therefore, the CIGA-SP was structured in order to achieve this goal, being formed by 13 municipal secretariats plus the Municipal Public Technology Company. It is through CIGA that discussions, orientations and standards are disseminated within the City Hall.

Among several open government actions put in place by the São Paulo Aberta Initiative, one can mention (i) the "Gabinete Aberto" program, which promoted periodically meetings with municipal government officers to present and discuss relevant subjects with journalists and the general public; (ii) the creation of the Innovation Technology Lab of São Paulo (LabProdam); (iii) the Training Program "Open Government Agents", which trained more than 14,000 people through workshops and activities that took place in a decentralized way in several districts of São Paulo, aiming to reach the most faraway neighborhoods which concentrates the majority of the city's population and urban problems. Since 2015, this program hired 46 open government agents/educators and received several awards, drawing international attention thanks to its innovative and inclusive training model.

Finally, the Office of the Municipal Comptroller (Controladoria Geral do Município) was created in May 2013, as an independent and autonomous oversight body dedicated to investigating and fighting corruption, promoting integrity within public administration and promoting transparency initiatives as well as access to information to the general public, which lifted São Paulo to the first place of the transparency level ranking in Brazil, evaluated by the Office of the Federal Comptroller (Controladoria Geral da União).

3. NAP Development Process

After the choice of São Paulo as part of OGP pioneer pilot program, the Action Plan development process was carried out in an entirely participative and collaborative way, allowing the population to be present and committed in each and every step of the Plan's development, since the initial methodology design until the final establishment of implementation milestones for each commitment.

The first step taken by São Paulo City Hall in the Action Plan development process was to conduct an analysis survey on how citizens and entities evaluated Open Government initiatives promoted so far and how they perceived the whole concept of open government, in order to grasp the general understanding of the subject. In this process, two questionnaires were formulated: the first concerned the general public, made available online and in hard copy format, mostly reaching civil servants and participants of Open Government Training Workshops. The second questionnaire specifically concerned civil society organizations that showed interest in the subject of open government, and at the end of this process 450 responses were received.

Simultaneously, meetings between City Hall's representatives, civil society and social movements were held, in order to discuss why São Paulo needed an Open Government Action Plan and to invite individuals and organizations to participate in this process. Thus, through a public call, a working group named Shared Management Forum was created, comprising representants of the government and 8 civil society organizations, responsible for the process of development, monitoring and evaluating of the municipal action plan.

Through weekly meetings, the Forum systematized the results of the analysis survey, and several issues to the development of open government actions in São Paulo were highlighted: participation, communication, knowledge management, institutionalization, access to data, use of open technology, personal data, data ownership and infrastructure.

From these central problems, São Paulo City Hall and the Forum promoted three workshops in different regions of São Paulo, aiming to reach and include the most diverse public during the process. Besides these workshops, an online public consultation was made available for citizens to suggest commitments proposal as well and it received 33 contributions. In both opportunities, citizens were allowed to choose and discuss which problems were more urgent and, therefore, suggest commitments to be part of São Paulo's

Municipal Action Plan. Until this point, 73 citizens, representing 45 civil society organizations participated in the process.

From these steps, 16 proposals of commitments were built in the areas of Participation, Knowledge Management, Communication, Institutionalization, Access to data/Open Technology. All such proposals were put under an online poll from October 26 to November 6, 2016, with the objective of selecting one commitment from each area. In the end, with 712 votes, five commitments were chosen to be part of the Municipal Action Plan.

Finally, on November 29, the 1st Open Government National Meeting took place in São Paulo, co-organized by São Paulo City Hall, the federal government and civil society organizations. It was aimed at spreading and discussing open government projects, studies and actions in Brazil, as well as building connections and bridges between several actors working on the subject; it was also the perfect opportunity to finish the development of implementation milestones for the Action Plan commitments.

This innovative event served as closure for the efforts of the past 4 years, with a turnout of more than 230 people from all over Brazil: students, researchers, government representatives, members of civil society organizations and many individuals interested in learning and understanding how to improve society using open government tools. This event also marked the official announcement of the 5 commitments of the Municipal Action Plan, presented by the coordinator of the São Paulo Aberta Initiative, Gustavo Vidigal. In the spirit of open government, participants were given the opportunity to understand and discuss each commitment, honing the final process of São Paulo's Municipal Action Plan.

4. Commitments

1. Increase the power of intervention of the Municipal Participative Councils in each Subprefecture (city district), creating deliberative open sessions to receive proposals and demands from the citizens.				
Name and contact information of responsible department/team		Municipal Secretariat for Institutional Relations		
Other involved actors	Government	Municipal Secretariat for Subprefectures		
	Civil Society, Private Sector	Participative and Thematic Municipal Councils		
Status quo or problem/issue to be addressed		Concerning open government initiatives promoted by the City Hall, there are low participation levels among citizens.		
Main Objective		Improving social participation by means of new communication channels between citizens and Participative Councils in order to empower these participatory structures at the Subprefectures.		
Brief Description of Commitment		By means of open deliberative sessions, it aims at bringing citizens closer to the Municipal Participative Councils and Subprefectures, so that their demands can be heard and received, and they can also engage with local participative structures.		
Please describe the way in which this commitment is relevant to further advancing OGP values of access to information, public accountability, civic participation, and technology and innovation for openness and accountability (details above)		Participative Councils, as important structures of reception and discussion of popular demands, by reaching out to citizens, can strengthen social participation in decision-making local level processes. Likewise, the creation of open sessions, the production of reports and the provision of the meetings' agenda and minute will grant better access of information to citizens.		
Verifiable and measurable milestones to fulfill the commitment		**New or ongoing commitment**	**Start Date:**	**End Date:**
1. The Municipal Participative Councils, supported by their respective Subprefectures, shall make available in print and electronic means, duly in advance, the agenda, schedule and minute of the meetings.		Ongoing	January/17	December/17
2. The 32 city district mayors will be responsible for holding intersectoral open meetings with other local councils every 6 months, enabling a greater mobilization within each of the 32 districts, and also involving other local government actors.		New	March/17	October/17
3. Subprefectures shall produce semestral reports, making it available electronically and in print, to inform the respective Councils and citizens in the district of the status of projects, works and actions that will be developed, to guarantee proper oversight, evaluation and monitoring.		New	April/17	November/17

2. Expand the Training Program "Open Government Agents", becoming a permanent education and citizenship program, ensuring territorial mobilization and ramification in order to reach the largest number people in São Paulo.		
Name and contact information of responsible department/team	São Paulo Aberta and Municipal Secretariat for International and Federative Relations	
Other involved actors	**Government**	Municipal Secretariat for Culture, Office of the Municipal Comptroller and Municipal Secretariat for Institutional Relations
	Civil Society, Private Sector	Social Movements and collectives, universities and actors engaged in the pilot project.
Status quo or problem/issue to be addressed	Knowledge about open government initiatives and its related themes and tools are not accessible and/or attractive to the general public.	
Main Objective	To guarantee the ongoing formative actions on open government through São Paulo Aberta's Open Government Agents Program, optimizing and expanding it throughout the City of São Paulo, in order to reach a higher number of citizens and strengthen this continuous program of education and citizenship, allowing citizens to understand and take ownership of open government subjects.	
Brief Description of Commitment	This commitment aims to expand and strengthen the Open Government Agents Program to affect more citizens and spread throughout the city, reaching all the districts of the city. Beyond that, the commitment intends to assure its continuity as a program of political and citizen education.	
Please describe the way in which this commitment is relevant to further advancing OGP values of access to information, public accountability, civic participation, and technology and innovation for openness and accountability (details above)	Knowledge sharing on open government and its structuring axes are fundamental for its valorization and recognition by citizens. Therefore, the commitment characterizes itself as a strategy to raise awareness and empower the population and encourage them to engage in the defense of local actions and policies to promote access to information, integrity, participation and technology innovation.	

Verifiable and measurable milestones to fulfill the commitment	**New or ongoing commitment**	**Start Date:**	**End Date:**
1. Map and identify the level of territorial participation in the program and, in partnership with other secretariats, entities, social movements, universities and actors involved in the pilot project, to reflect and elaborate a restructuring and expansion plan to spread the workshops and perpetuate the program.	New	December/16	February/17
2. Launch a public notice of the Open Government Agents Program with more vacancies to select innovative projects which reflect the city's diversity and develop a user-friendly language in order to democratise knowledge on open government.	New	March/17	April/17
3. Hold activities of Open Government Agents Program in each of the 32 Municipal Subprefectures (city districts) in partnership with public municipal venues, in accordance with the mapping and planning of the first milestone.	Ongoing	May/17	November/17

3. Increase the use of means of communication by São Paulo City Hall to spread open government actions in newspapers, TV channel, buses, public municipal venues, alternative media, dialoguing with the Legislative Branch, in order for these means to become strategic and permanent ways of communication.

Name and contact information of responsible department/team		São Paulo Aberta
Other involved actors	**Government**	Municipal Secretariat of Government and Municipal Secretariat of Communication
	Civil Society, Private Sector	São Paulo City Council and the Shared Management Forum
Status quo or problem/issue to be addressed		Communication on the initiatives of open government do not reach the entire population of São Paulo. A comunicação sobre as iniciativas de governo aberto não alcançam toda a população de São Paulo.
Main Objective		Expand, diversify and ensure continuity in the dissemination of open government initiatives promoted by São Paulo City Hall.
Brief Description of Commitment		Diversify the means of communication used by São Paulo City Hall (newspapers, TV channel, buses, public municipal venues, alternative media) as a strategy to increase and perpetuate outreach capacity of open government initiatives.
Please describe the way in which this commitment is relevant to further advancing OGP values of access to information, public accountability, civic participation, and technology and innovation for openness and accountability (details above)		The improvement in the outreach of open government initiatives will ensure access to information to a greater audience and therefore, will encourage them to participate in Open Government initiatives.

Verifiable and measurable milestones to fulfill the commitment	New or ongoing commitment	Start Date:	End Date:
1. Develop a communication plan to expand and diversify outreach efforts of open government initiatives so that it reaches more civil servants and citizens, starting from a previous analysis of the means currently in use.	New	January/17	March/17
2. Integrate outreach actions on open government with the institutional general communication strategy of São Paulo City Hall, so that municipal administration incorporates open government values.	New	February/17	April/17
3. Execute this communication plan on Open Government actions.	New	March/17	December/17

4. **Create a network of civil servants involving all City Hall secretariats, entities and public venues, dialoguing with CIGA (the Intersecretarial Committee on Open Government) and São Paulo Aberta (Open São Paulo Initiative).**			
Name and contact information of responsible department/team		Intersecretarial Committee of Open Government of São Paulo (CIGA-SP) and Municipal Secretariat for International and Federative Relations	
Other involved actors	**Government**	São Paulo Aberta and Municipal School of Public Administration of São Paulo (EMASP in Portuguese)	
	Civil Society, Private Sector	Shared Management Forum	
Status quo or problem/issue to be addressed		An agenda on open government has not yet been established as a State policy in municipal administration level.	
Main Objective		Stimulate the development and partnership between municipal civil servants of diverse sectors (secretariats, entities and municipal public venues) with CIGA (Intersecretarial committee on Open Government) and São Paulo Aberta, seeking to establish a greater reach of open government themes among civil servants.	
Brief Description of Commitment		Expand the institutionalization of open government policies through the creation of a wide network of civil servants in partnership with CIGA and São Paulo Aberta.	
Please describe the way in which this commitment is relevant to further advancing OGP values of access to information, public accountability, civic participation, and technology and innovation for openness and accountability (details above)		The creation of a new dialogue channel among municipal civil servants will bring them in closer alignment with open government values, facilitating the development of transversal public policies on open government between municipal secretariats and departments.	

Verifiable and measurable milestones to fulfill the commitment	**New or ongoing commitment**	**Start Date:**	**End Date:**
1. Create a statute to this network with the definition of principles and roles for its members, elaborating a campaign of outreach and sensibilization on the importance of open government initiatives and mobilizing servants to take part in the network.	New	January/17	March/17
2. Nominate two servants per secretariat, with a participative profile, being one of them a permanent civil servant.	New	April/17	April/17
3. Conduct meetings with CIGA and São Paula Aberta representatives every three months to develop transversal initiatives on open government and promote open government trainings in each secretariat.	New	May/17	December/17

5. Improve the Innovation Technology Laboratory (LabProdam), turning the lab more open, mapping groups already working on free technology, such as youth groups, startups and collectives to create projects similar to São Paulo's Urban Mobility Laboratory (MobiLab).

Name and contact information of responsible department/team		Municipal Innovation Technology Laboratory (LabProdam) and São Paulo Municipal Information and Communication Technology Company
Other involved actors	**Government**	São Paulo's laboratory for urban mobility solutions (MobiLab)
	Civil Society, Private Sector	Shared Management Forum
Status quo or problem/issue to be addressed		Access to São Paulo City Hall data is insufficient and the current format of LabProdam does not stimulate technology innovation neither social participation.
Main Objective		Improve LabProdam so it becomes more participative and innovative. Promote the integration and sharing of knowledge and experiences, in order to develop technology solutions that favor open government.
Brief Description of Commitment		This commitment intends to develop LabProdam to adopt a more participative and innovative format, bringing youth, collectives and groups into its structure to stimulate and support the development of new solutions and improvements on Open Government.
Please describe the way in which this commitment is relevant to further advancing OGP values of access to information, public accountability, civic participation, and technology and innovation for openness and accountability (details above)		This commitment seeks to change the traditional way of searching solutions to different problems in society. By promoting the improvement of LabProdam, we seek to encourage technology innovation, in an participatory and democratic way, searching for efficient and multidimensional solutions for the city's problems.

Verifiable and measurable milestones to fulfill the commitment	New or ongoing commitment	Start Date:	End Date:
1. Conduct a collaborative mapping of the existing groups working on open technology and innovation and create a public network with interested entities in becoming LabProdam partners.	New	January/17	March/17
2. Turn LabProdam into a coworking space, where young people, startups and collectives can develop projects in a collaborative format, having as a frame of reference the Laboratory for urban mobility solutions of São Paulo (MobiLab)	New	April/17	December/17
3. Develop projects in partnership with these groups in order to encourage social participation, transparency and/or integrity by means of technology innovation, using free open tools.	New	May/17	December/17