



Final Learning Exercise Summary Report

Santa Catarina, Brazil - Action Plan 2021- 2022

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1. Technical meeting to review the results

Once the Action Plan reached its deadline, the coordination of Santa Catarina 1st Open Government Action Plan organized an event on December 1st, 2022. Gathered public servants and society representatives who acted directly on the elaboration and execution of actions, so they could analyze, together with the Independent Reporting Mechanism - IRM, how the journey has been so far. On this occasion, the coordinators of the commitments could, besides presenting the results of the projects, report the main challenges and learnings in the Plan co-creation and execution. They were also able to discuss the opportunities to improve the next cycle. Follow some points of this discussion.

Registration of the Technical Meeting of presenting results of the 1st Action Plan.



Source: Personal Archive

2. Co-creation process

Registration of the Technical Meeting of Action Plan Results Presentation

The Action Plan coordination was composed of a group of governmental and nongovernmental representatives. They were responsible for the conduction of the co-creation process and the expansion of civil society participation. To this end, spaces called “Thematic Round Tables” were created to bring segments of society related to the policy areas selected for the Action Plan. Additionally, to encourage more participation, a public consultation was held.

Considering the adopted methodology, three questions were raised as a priority to improve the next process:

- **Balance Government x Society** - seek a greater balance between Government and Society, considering that the government’s participation was more numerous and intense in the first edition;
- **Participatory plurality/representation** - operationalizing social participation as a method of government means considering the great heterogeneity of political and decision-making processes, existing participatory mechanisms, and the intended scope of the participation from a democratic expansion perspective. In this sense, civil society participation in the thematic roundtables did not reach the heterogeneity of Santa Catarina, because, despite the wide dissemination of the participation spaces created, it was limited to government members, direct stakeholders, and civil society organizations invited by government members.
- **Qualified participation** - In the Santa Catarina context, it is believed that the Action Plan elaboration process carried out in a virtual environment due to the pandemic situation and the decision of inviting organizations to the thematic round tables, hindered the effective participation of civil society.

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3. Changes and achieved results

The results consolidate a product done by the work of many hands, during a pandemic crisis and also a local troubled political process, deserving to be celebrated on their own terms. For example, the restructuring of the [Transparency Portal](#) and [SC Transfers Portal](#), has expanded and qualified the availability of public information on transfers made by the state government to municipalities and civil society organizations, including via parliamentary amendments.

Besides all the tangible achievements, we can affirm that the Plan Action strengthened the Local Open Government:

- The co-creation processes encouraged innovation and tried to introduce a new vision from the citizen to the definition of government actions, making them compatible with management capabilities. For example, the creation of a [digital services evaluation tool](#) that allows the user to evaluate the public service quality. The process also seems to have helped to demystify the interaction with the citizens associated with it, as well as to reflect on the expectations, efforts, and realities linked with creating such more frequent, qualified, and productive interactions.
- The coordinators of the Action Plan's four commitments agreed to reinforce the value of the already existing networks, besides the new ones, in order to mobilize efforts in a productive way. The coordinators explained that when the leaders of a commitment build bridges with each other during the projects, it can promote a huge network with other people, resulting in a multiplier effect. As a result of those reunions and new connections, other new projects arise, strengthening the system. For example, the Social Observatory of Santa Catarina, Politeia Research Group and [#Act4delivery trained](#) candidates in the 2022 legislative elections on the open government agenda, encouraging a new process to create an [Open Government Parliamentary Front](#) in 2023, that goes way beyond the plan. Also, the State area responsible for bidding and contracts established a dialog with the Open Contracting Partnership, allowing it to connect the State of Santa Catarina with international standards.
- The process allowed the creation of new connections and [exchanges](#) between the Santa Catarina system and other members of the OGP in Brazil, such as the CGU (responsible for the Federal OpenGov process), and the municipalities of São Paulo, Osasco, and Contagem, with new joint actions being planned for 2023, including to implement the [OECD recommendation](#) for Brazil to have an integrated open government policy. The Santa Catarina process explicitly sought to connect the OGP process at the state level with the already existing open government processes in Santa Catarina Municipalities. Therefore, the action plan had a commitment to promote principles and practices of open government and social accountability in the State municipalities, encouraging shared learning and articulating initiatives of governments and civil society. The result allowed us to acknowledge, evaluate, and take advantage of the [already existing experiences](#). It was also important to understand the value of municipalities associations such as [AMVE](#) and [AMUREL](#) to reach more capillarity in the territory. The positive feedback in the municipalities of Santa Catarina, which are not formally part of the OGP, but still have a trajectory in the

open government agenda, are contributing to the process and learning from [others](#), for example, Blumenau, who already launches his own process of action plan co-creation.

During the meeting, the reasons for the lack of progress in some of the actions were pointed out, as well as ways to overcome those identified challenges. Aspects that are out of control such as the pandemic context and the local political situation were mentioned. The conclusion was that they need to be monitored and circumvented so the process can continue. Also, delays in deliveries that depended on institutions not pointed as responsible in the Action Plan should be avoided in the next cycle by approaching them from the beginning of the co-creation process. To minimize the participation emptying of the co-creation organizations during the action plan implementation was suggested to keep the civic space created by promoting regular meetings to report on the progress of the commitments.