



Summary Report III Open Government Plan

Section 1. Local context

The Madrid City Council is part of the subnational governments programme of the Open Government Partnership since 2015. Due to that, in May 2022 it approved its Third Open Government Plan, with a solid previous base in terms of transparency and accountability, the existence of a Transparency portal and an Open Data portal (“Datos Abiertos” portal) together with a project to visualise them, citizen participation channels such as “Decide Madrid” and the proximity councils of the districts, as well as the creation in 2020 of the Social Council of the City and the promotion of associations through programmes of territorial rebalancing and social cohesion.

Against this background, and in view of the need to deepen some of its elements in combination with various social challenges not exclusively related to participation and transparency (such as community health), the Plan was structured around 4 commitments, the design and implementation of which motivates this summary.

Section 2. Action Plan Co-creation Process

2.1 Review of the co-creation process

One of the most notable characteristics of the process of designing and approving the Plan is the participation of inclusive forums, representative of civil society and plural in the same: the City Social Council (CSC), the Sectoral Council of Associations and other Citizen Entities (CSAYOEC) and the Sectoral Council of Older People (CSPM). Depending on the characteristics of each forum, its members were able to make contributions and observations on the incipient design proposed by the Directorate General for Citizen Participation.

Complementarily, and increasing the levels of participation in the design process, an online citizen consultation was organised via “Decide Madrid” prior to the drafting of the 3rd Plan, through which the population of Madrid of legal age could give their opinion on the general content and part of the more specific content. A survey was also carried out among the youth population to feed into the design of the actions focused on this sector and interviews were conducted with relevant actors in the field of youth and children's policies in the city of Madrid. Special mention should be made of a workshop with a group of experts on children's issues. Finally, the “Decide Madrid” 2022 Conference



provided the DGP with inspiring ideas and good practices for the development of the Plan through 6 round tables with 28 speakers.

It should also be noted that some of the actions are based on requests and debates published by citizens on this website. This is the case of commitment nº 3 regarding the redesign of the website interface and improvements in its usability and accessibility.

In short, this process of co-creation of the Plan from plural perspectives and around issues directly related to the people and agents who participated lays the foundations for a design more focused on priority needs in terms of participation and transparency among the population of Madrid and, therefore, for greater guarantees of success around the objectives. In the same sense, this also seems to have contributed to a formal approach to the commitments and the actions and activities that comprise it, closely linked to the values of the OGP.

However, this process is still limited in terms of the capacity for initiative and contribution by agents external to the City Council, especially by the agents most directly involved on a daily basis with the challenges faced by the commitments. Although, in some commitments, such profiles and experts have been involved in their design, this practice has been limited to very specific matters.

2.2 Recommendations from the co-creation process

- Extending the co-creation process in time and space to give citizens a greater capacity to influence it. This process took place in hardly 3 months (March-May 2022), except with the CSC (from October 2023), giving little leeway for the development of forms and spaces for participation, from surveys to co-creation workshops between experts and other stakeholders.
- To this effect, carrying out pilot experiences during the implementation of Commitments 2, 3 and 4 has given rise to spaces that can play equally valid roles for co-creation, not only during the implementation phase of the actions, but also for the design of their continuity and other new experiences in a new action plan. One of the best examples is the THIVIC Social Innovation Lab (Commitment 3), an interesting experience in defining social problems and translating them into solutions in the form of public intervention.
- In relation to this, it is advisable that -as is being carried out- the co-creation workshops generated be institutionally established in a progressive manner as they develop and their functioning is systematised. Otherwise, they could discourage future experiences by requiring a certain investment of time and effort from the participating actors to develop proposals for public intervention which, in the end, may not find any real translation from the executive. Therefore, it is necessary that experiences such as these, if scaled up, have a certain "guarantee" (whether legal or factual) that the effort invested by the participating people and organisations will be reflected in municipal public policies. As mentioned before, a good example of this is THIVIC, which has institutional support through the Agreement of the Plenary of the Social Council dated 22 June 2022 and, on the other hand, the work of this co-creation space (its first pilot experience) is pending validation by the Agreement of the Plenary of the Social Council, which is currently in the renewal process.
- To carry out the next co-creation processes with the main stakeholders (forums, experts and users and civil servants) on a common and socialised evaluative basis among these stakeholders, so that they can contribute by rationalising the previous experience offered by the application of this Third Plan.



Section 3. Action Plan Commitments

3.1 Review of the implementation of commitments

The Plan's actions as a whole enable wider access to public information for the population with certain obstacles to concur in the matters subject to community participation and/or publication on the different participation and transparency portals of the City Council. This is an elementary issue for democratising this access and for the assessment of public activity. A good practice in this direction can be found in the criteria that have guided the improvement and introduction of visualisations in the Open Data and Transparency portals from the outset and which would be applicable to future actions: selection of the information most in demand by citizens and that which is most directly related to accountability to citizens, promotion of permanent communication channels with citizens and what they demand from them.

Activities such as workshops and/or mourning support groups (Commitment 2) point towards participatory forms that combine the provision of quality information to users, while at the same time providing opportunities for the administration to gather the opinions of the participating actors and for them to influence the course of the implementation of the commitment. Such activities also contribute to the promotion of a citizen attitude more inclined to community involvement in issues of social relevance, generating a sense of community and giving centrality to collective perspectives, which are key to democratic, conscious and socially-oriented participation. Relatedly, other experiences have also demonstrated the convenience of incorporating certain social sectors with greater obstacles to participating in these channels, based on their own needs and limitations.

The implementation has also contributed to generate alliances with stakeholders (internal and external to the City Council) and relevant community assets for the socialisation of information and good practices, the increase of the operational capacity of the municipal initiative, the optimisation of public and private resources, giving rise to new organisational and community substrata from which to promote public innovation. The development of pilot experiences with some of these actors has been one of the most valuable practices of implementation, allowing public interventions to be carried out on a small scale and in an innovative manner, thanks to a greater capacity for risk-taking in terms of the effectiveness and organisation of the interventions in order to be able to draw lessons and optimise the way in which to make compatible, in this case, broad and unestablished participatory methodologies with the deployment of effective and sustainable policies.

In spite of all the above-mentioned potentials, it must also be considered that a large part of the activities, as pilots for the most part, are not part of the administration's daily business and have not (yet) been able to have a significant impact at the societal level. Despite the evidence they generate as a basis for further expansion or scaling up, this fact offers less certainty in relation to the anchoring, development and extension of many of the achievements made during the year of implementation. This, in turn, in the event that some of the actions undertaken continue, may end up discouraging the participation of agents who have been involved or interested up to now.

Finally, it is worth highlighting the dissemination efforts made in relation to the 3rd Plan in general and through the implementation of each commitment by means of "Decide Madrid", open events, conferences, workshops, training, social networks and press releases.



3.2 Recommendations for commitments

- Scaling up of activities piloted during the 3rd Plan. Many of the actions of the last plan have generated a sufficiently solid experimental base to be continued in an amplified manner, that is to say to be generalised as public intervention by Madrid City Council wherever appropriate. Examples of this are the pilot workshops in the educational field by Madrid Salud (Commitment 2), the new THIVIC social innovation space (Commitment 3) or the prototyping of the “Decide Madrid” space for minors (Commitment 4).
- This, in turn, does not preclude the consideration of further pilots in other fields or areas related to citizen participation and government transparency. In fact, we recommend a systematic deployment of these practices before their generalisation in the form of institutionalised public policy.
- Establish or continue open groups that drive and are primarily responsible for monitoring the implementation of the solutions developed, as well as for ongoing evaluation.
- Although initially the teams in charge of its implementation have been from a single area or department of the City Council and its autonomous bodies, the deployment and management of some of the initiatives developed in this 3rd Plan (such as those within the framework of THIVIC) should progressively involve different areas and municipal services, as well as close coordination with agents outside the City Council to promote and disseminate the initiatives in order to reach the target groups in the best possible way.
- In line with the incipient implementation of the actions, to take advantage of the co-creative processes that these spaces undergo in order to continuously and systematically evaluate their development. This requires that, both within and between the teams responsible for each commitment, exist minimally defined criteria regarding the place to be given to the evaluation processes, the methodologies considered most appropriate, what is intended to be obtained from them in terms of each action, etc.
- Include, in the design of the Plan, concrete objectives and means of evaluation of each of the actions during and after the implementation of the commitments, with a view to a progressive systematisation of its role as a guiding element for effective and sustainable innovation in the field of citizen participation.
