



# Final Learning Exercise Summary Report

São Paulo, Brazil Action Plan 2022- 2024

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## Section I: Open Government in Context

The implementation of the city of São Paulo's Open Government Action Plan took place in a context characterized by significant challenges as well as opportunities for innovation in public management. The Covid-19 pandemic has played a central role in the municipal agenda, especially with regard to public health, education, and the transparency of emergency actions. This has reinforced the importance of initiatives that prioritize access to data, citizen participation, and coordination between different areas of government.

The period was also marked by administrative changes in some departments and budget constraints, which impacted the pace of execution of certain commitments. However, the city managed to maintain its focus on planned actions through the engagement of Government employees and civil society, consolidating a culture of open government, even in the face of adverse scenarios.

## Section II: Action Plan Co-Creation Process

### 2.1 Co-creation process review

The process of co-creating the Action Plan was conducted with a good degree of openness and multisectoral involvement. There was active participation from members of civil society, civil servants, researchers, and representatives of municipal councils. The use of the “Participate +” digital platform and the holding of thematic workshops strengthened public listening and enabled greater territorial capillarity.

However, one of the main challenges was to ensure the participation of diverse stakeholders throughout all phases of the process, especially in the intermediate stages, such as



prioritizing commitments and detailing milestones. There were also difficulties related to the technical language of the documents, which was not always accessible to all audiences.

One good practice observed was training sessions and listening moments with participatory councillors and community leaders, which helped to bring the themes of open government closer to the concrete challenges of the city. Although the transparency of the processes was ensured with the disclosure of schedules, records, and deliverables, the continuous and engaged accompaniment of civil society throughout the plan can always be stimulated and strengthened in future plans.

## 2.2 Co-creation process recommendations

- Encourage more partnerships with local collectives and grassroots networks to **broaden the diversity of voices** involved.
- Expanding coordination initiatives, bringing them closer to the territories and to existing channels of participation, such as the FGC (Shared Management Forum);
- Ensure more **active listening** to the territories, especially the peripheries, through decentralized face-to-face workshops;
- Expand **digital means** of communication with civil society;
- Offer support materials in **plain, visual** language to facilitate understanding of the themes and stages of the process;
- Strengthen **feedback** to participants throughout the cycle, with clear updates on the progress of actions, further listening to participants, and the implementation of adjustments during the process;
- Create an institutionalized routine for the co-creation process **to connect** with participatory councils and other existing forums.

## Section III: Action Plan Commitments

### 3.1 Commitments implementation review

The four commitments of the Action Plan have been implemented with concrete results and significant progress, especially in the areas of transparency and open data, social participation, and institutional strengthening. The challenges faced during implementation were diverse: from technical issues, such as structuring digital platforms and integrating data, to aspects of mobilizing and engaging different audiences.



**Commitment 1** was a step forward in structuring public procurement. There is evidence of the commitment to transparency and efficiency, such as the standardization of processes and the availability of data on bids and contracts, the holding of events, the development of regulations, the restructuring of digital platforms, investments in training and the availability of data in open format. The partnership with the Ministry of Economy (and later with the Ministry of Management and Innovation in Public Services) to use Compras.gov.br is another positive point, as it allows for greater integration with federal practices. One of the challenges was the training of civil servants, with training in different formats to improve their understanding of technical terms and the use of the new Diário Oficial (Official Gazette, the public administration's transparency channel) tool. Making data available in an open format has been successful and is fundamental, as it complies with good public transparency practices and facilitates inspection by citizens and control bodies. In future plans, the feedback mechanisms for participants in public consultation processes should be strengthened.

**Commitment 2** sought to facilitate access to information, promote citizen education and encourage the involvement of civil society in monitoring the indicators and goals of the 2030 Agenda and SDGs. An important step was taken by making the ObservaSampa Platform available as the official channel for the 545 indicators of the 2030 Municipal Agenda, as well as the Integrated Communication Page for all the municipal plans. The initial objective of creating spaces to promote transparency and trust has been achieved. The challenge is to ensure that indicators are made fully available, that language is simplified and that data is continually updated. It is essential to assess whether the one-off actions to raise awareness of the SDGs have had a greater impact and permanent residue than the initial SDG Ambassadors project, which was discontinued.

**Commitment 3** represented a significant effort to enhance the value of Municipal Public Policy Councils and Collegiates, through forums, training and manuals for CPM - Municipal Participatory Councilors, as well as through the redesign of the “Open Dialogue” project. There are still challenges in terms of consolidating continuous, engaging and effective communication between councils and city hall. Another challenge is to expand the range of training courses on offer to ensure greater coverage and inclusion. It is also necessary to monitor the actions implemented and make progressive adjustments to ensure the effectiveness of the actions initiated.

**Commitment 4** stood out as an example of intersectoral management, with data made available in an accessible and inclusive way. In Health, the provision of data in open format on vaccination and hospital infrastructure was successful. In Health, an analytical report was produced on the actions of the Municipal Department of Education during the COVID-19 pandemic, as well as a glossary of technical terms in multimedia language. Data disaggregated by sex, race, region, and priority groups contributes to transparency and equity. The publication of historical data favors comparative analyses and the evaluation of public policies. The deadline for completing the documents was the beginning of 2023,



which shows that finalizing them was a challenge. However, the deliveries guarantee the use of data to support public policies. The four milestones completed demonstrate a technical and intersectoral effort.

In all the commitments, there were efforts to produce and disseminate support materials, systematize results, simplify language, and foster a culture of data use. However, the evaluation of the impact of the actions is still incipient, and it would be necessary to strengthen mechanisms for continuous monitoring and citizen participation beyond the initial implementation.

### 3.2 Commitments recommendations

- To maintain the commitments related to **transparency**, expanding and simplifying the forms of inspection, and encouraging mechanisms for the active participation of civil society, so that it can also play the role of inspector of the execution of actions.
- Expand the commitments related to **health and education**, as well as the continuous updating of data, ensuring its timeless relevance;
- Create detailed delivery and implementation **schedules** to ensure the management of each project, compliance with deadlines, predictability, and clarity in the process;
- Create mechanisms that guarantee the implementation and maintenance of actions so that they are not impacted by institutional difficulties.
- Continue and improve **benchmarking** strategies for project designs and redesigns or any other initiative;
- For all the actions implemented, create performance **indicators and targets** (specific, measurable, attainable, relevant, and with a defined deadline for achievement), to assess the **continuity and impact** of the actions. Include impact indicators, such as: an increase in consultations with the Official Gazette, or a reduction in operational doubts about procurement processes. Promote adjustments before any expansion initiative.
- Develop strategies to ensure **continuity in the monitoring** of all indicators.
- Develop communication plans that are accessible, multi-format, multi-platform, with simple and up-to-date language, and with continuous data.
- Develop **accessible communication plans**, with multi-formats, multi-platforms, simple and up-to-date language, and continuously updated data, to broaden the reach of communication and make it easier for civil society to understand the data and analysis;
- Encourage the use of open data by **different audiences**, such as researchers, councillors, and journalists, by promoting training workshops. Invest in the



**dissemination** of all open data deliveries on platforms, as well as in accessible language to the general population, and in **visualization** (infographics, images, maps, etc.), to facilitate the understanding of data and analysis. Create automatic data update solutions. Promote the **integration** of this data with other public platforms and open data initiatives.

- Evaluate the possibility of an interactive channel, allowing simplified visualization in dynamic dashboards, with interactive visual history of data, allowing monitoring of the evolution (or regression) of indicators over time. This channel could have a space for civil society to participate, so that it can send suggestions on improving the data published.
- Broaden the **dissemination** of platforms such as “Ações da Educação” (on the actions of the municipal education department) and others created, and explore their data, holding face-to-face or remote seminars with the results of the analysis, to promote dialogue between government, civil society, and academia;
- In education, encourage the use of microdata by researchers and social organizations for continuous **monitoring** of school dropouts and learning recovery.
- Invest in the creation of **audiovisual** versions, audio description, and other accessible formats for people with disabilities, on all platforms that aim to promote information to civil society;
- Create feedback mechanisms so that users can suggest new additions and adjustments to tutorials and glossaries.
- Evaluate the **effectiveness and practical application of the content taught through tutorials**, self-instruction training on digital platforms, and synchronous training (face-to-face or remote). This evaluation of effectiveness and application can be carried out through satisfaction surveys, knowledge tests, and interviews with participants, with the aim of verifying effective learning, i.e., the participant's ability to multiply knowledge by teaching other people, as well as applying what they have learned.
- Another recommendation is the creation of **post-training follow-up** programs to assess **impacts, applicability, and future needs**. This will also make it possible to expand the offer of training, ensuring greater coverage and inclusion.
- Invest in the institutionalization of good practices, such as inter-council forums and simplified glossaries, ensuring their continuity after the plan cycle.



- Invest in **strategies for dissemination, invitation (Art of Hosting), motivation, engagement with full presence and active participation, and conversation facilitation techniques** - in any initiative with face-to-face events. These strategies will increase full attendance, active participation, the articulation between different actors, and the return of people who have participated in other events.
- After each meeting or event, encourage the participants to evaluate it in order to improve future editions of meetings or events.