

Final Learning Exercise Summary Report

Maipú (Chile), Action Plan 2023-2024

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Section 1. Local Context

The Municipality of Maipú is located in the western sector of the Metropolitan Region of Santiago, Chile. Covering an area of approximately 135 km^2 and with a population of nearly 500,000 inhabitants, it is the second most populated municipality in the country. Its territorial and demographic diversity poses significant challenges for municipal management, particularly in areas such as citizen participation, public safety, public space recovery, and environmental sustainability. This makes the development of collaborative governance mechanisms especially important in order to address the diverse needs of its neighborhoods.

In this context, the implementation of the Municipality of Maipú's first Open Government Action Plan took place within a broader effort to strengthen citizen participation and rebuild trust between the community and local government. From the beginning of the municipal administration, various participatory mechanisms were promoted to involve citizens in the design of public policies and the prioritization of local initiatives. Maipú's membership in the Open Government Partnership (OGP Local) represented an opportunity to institutionalize these practices through a model based on the principles of transparency, participation, collaboration, and accountability. Through a co-creation process with civil society, four commitments were defined to address challenges prioritized by the community: neighborhood development plans, public spaces for children and adolescents, public safety, and the recovery of illegal dumping sites.



During the implementation of the Action Plan, one of the main factors supporting its progress was the existence of an active Steering Group and regular follow-up, accountability, and capacity-building sessions, which helped maintain civil society engagement and monitor progress on the commitments. Furthermore, technical support from ECLAC and the exchange of experiences with the OGP Local Community of Practice contributed to strengthening the institutional capacities of the municipality and participating stakeholders. Among the main challenges was the need to sustain citizen participation throughout the implementation cycle and coordinate commitments involving multiple municipal departments, community organizations, and private sector stakeholders. These challenges were addressed through ongoing coordination, training, and monitoring efforts, making it possible to complete the implementation of the Action Plan and consolidate a pioneering open government experience at the local level in Chile.

Section 2. Action Plan Co-creation Process

2.1 Co-creation process review

The co-creation process for Maipú's first Open Government Action Plan was designed around existing citizen participation mechanisms in the municipality, subsequently incorporating specific activities promoted by OGP Local. As a starting point, the results of the Neighborhood Councils I were used. This territorial engagement process brought together more than 1,000 residents and representatives of community organizations from the municipality's 21 neighborhoods to identify and prioritize the main challenges affecting their territories. Based on this assessment, a co-creation strategy was developed, comprising three OGP Forums, an online public consultation, a citizen vote to prioritize commitments, and the establishment of a Steering Group made up of representatives from the municipality and civil society. Furthermore, the process established outreach criteria aimed at involving community organizations, neighborhood leaders, residents selected through an open call, external observers, and municipal teams, thereby promoting diverse stakeholder representation.

One of the main strengths of the process was its gradual and participatory nature. The development of the Action Plan was not limited to a single public consultation but instead involved successive stages of assessment, validation, co-creation, and prioritization of commitments. The second OGP Forum was particularly noteworthy, as community members directly participated in developing commitment proposals, making it one of the largest open multi-stakeholder forums held in Chile within the framework of Open Government. Subsequently, the proposals were submitted to a citizen vote, ensuring that the four final commitments directly reflected the priorities identified by the community. This process strengthened the legitimacy of the Action Plan and promoted decision-making based on collaboration between the municipality and citizens.



Among the main challenges identified during the co-creation process was the need to introduce the concept of Open Government to a community that, for the most part, was unfamiliar with this approach. It was also necessary to rebuild public trust in participatory processes, taking into account the municipality's previous institutional context. To address these challenges, the municipality incorporated outreach, training, and dialogue activities throughout the co-creation process, explaining the principles of Open Government and ensuring that the decisions made by citizens were effectively incorporated into the Action Plan. This strategy helped maintain active participation and strengthen trust between the municipality and civil society from the earliest stages of the process.

The co-creation process met OGP Local's minimum requirements and recommended practices by promoting early, open, and diverse participation from non-governmental stakeholders, as well as transparent mechanisms for prioritizing commitments. One notable good practice was the combination of existing territorial participation processes with OGP-specific methodologies, allowing the Action Plan to be built around needs previously identified by the community rather than solely on institutional priorities. Furthermore, the early establishment of the Steering Group helped sustain civil society engagement beyond the design stage, subsequently facilitating the monitoring of the Action Plan's implementation. Finally, another key lesson was that sustaining citizen participation throughout all stages of the cycle proved more challenging than engaging the public during the initial co-creation phase. This highlights the need to strengthen ongoing communication, monitoring, and feedback mechanisms to maintain stakeholder engagement through the implementation and evaluation of the Action Plan.

2.2 Co-creation process recommendations

1. Expand and diversify participation from the early stages of the process.
Although the Action Plan succeeded in engaging a wide range of stakeholders, future processes could further strengthen the participation of historically underrepresented groups, such as young people, older adults, persons with disabilities, migrant communities, and community organizations that do not regularly participate in municipal activities. This would help ensure that commitments are even more representative of the municipality's social and territorial diversity.

2. Strengthen outreach and training activities on Open Government.
One of the main challenges identified was the public's limited initial understanding of the Open Government approach. It is recommended that outreach and training activities be incorporated before the co-creation process, using accessible language and practical examples to facilitate more informed and meaningful participation.



3. Establish the Steering Group as a permanent governance body.
Experience demonstrated that the Steering Group was essential in ensuring continuity throughout the process and strengthening the relationship between the municipality and civil society. It is recommended that this body be maintained beyond the Action Plan cycle, with broader representation and strengthened capacities to participate in both the co-creation and the monitoring and evaluation of future commitments.

4. Complement in-person activities with digital participation mechanisms.
Combining territorial activities with digital tools helped broaden participation during the co-creation process. For future cycles, it is recommended that these mechanisms be strengthened through platforms that facilitate the submission of proposals, the prioritization of initiatives, and ongoing public feedback throughout all stages of the Action Plan.

5. Strengthen feedback and accountability mechanisms during the co-creation process.
It is advisable to establish systematic mechanisms to inform citizens about how their proposals were assessed, prioritized, and incorporated into the Action Plan. Clear and timely feedback helps build trust in participatory processes and encourages more sustained community engagement throughout the subsequent stages of the Open Government cycle.

Section 3. Action Plan Commitments

3.1 Commitments implementation review

The implementation of the Action Plan made it possible to fulfill all the commitments, achieving a 100% implementation rate across the four commitments defined during the co-creation process. The results demonstrate that the commitments were appropriately designed to address the needs prioritized by the community and that the milestone-based planning enabled gradual and measurable implementation. The diversity of the commitments —which focused on strengthening neighborhood participation, incorporating the perspectives of children and adolescents into public space planning, improving public safety management, and addressing illegal dumping sites through a collaborative strategy—made it possible to apply Open Government principles across different areas of municipal management.
One of the main factors supporting implementation was the coordinated work among different municipal departments and the ongoing participation of civil society through the Steering Group. Regular monitoring meetings, capacity-building sessions, and technical support provided throughout implementation made it possible to monitor milestone completion, address challenges in a timely manner, and maintain ongoing dialogue between the municipality and citizens. This collaborative governance model facilitated the continuity of the Action Plan and strengthened the commitment and ownership of the different stakeholders involved.



Implementation also faced challenges related to the nature of the commitments. Some initiatives required complex administrative procedures, coordination among multiple municipal departments, or depended on securing external funding to carry out larger-scale interventions. Furthermore, sustaining citizen participation throughout the entire Action Plan cycle remained an ongoing challenge. Nevertheless, these factors were addressed through flexible planning, continuous progress monitoring, and strengthened coordination and participation mechanisms, making it possible to achieve the agreed objectives without changing the scope of the Action Plan.

The results demonstrate that the commitments were appropriately designed and addressed the challenges identified during the co-creation stage. Beyond achieving the planned milestones, the Action Plan contributed to strengthening transparency, citizen participation, collaboration between the municipality and the community, and the incorporation of accountability mechanisms across different areas of municipal management. A key lesson across the process was that implementing Open Government commitments requires ongoing interdepartmental coordination and monitoring mechanisms. The experience also highlighted the importance of combining concrete interventions with participatory processes, as this fostered greater community ownership of the commitments and strengthened trust between the municipality and its residents. In this way, Maipú's first Open Government Action Plan helped advance a more open, participatory, and collaborative approach to municipal management, laying the institutional foundations for future Open Government cycles in the municipality.

3.2 Commitments recommendations

1. Ensure continuity for commitments that established permanent citizen participation mechanisms.
It is recommended that future Action Plans maintain and further develop initiatives such as the Neighborhood Development Plans and their associated governance mechanisms, strengthening the role of the Steering Group and promoting greater participation by community organizations and residents in monitoring and evaluating the actions implemented.

2. Increase the level of ambition of commitments by incorporating outcome and impact indicators.
Although the Action Plan successfully implemented all planned milestones, future commitments could incorporate indicators to assess not only the completion of activities but also the changes generated in the community's quality of life, public trust, effective participation, and the sustainability of the interventions.

3. Strengthen interdepartmental coordination and institutionalize Open Government.



Implementation demonstrated that the commitments achieving the strongest results were those involving active coordination among different municipal departments and external stakeholders. It is recommended that these collaborative arrangements continue to be strengthened and that the Open Government approach be incorporated as a cross-cutting element in the planning and implementation of municipal public policies.

4. Establish permanent monitoring and accountability mechanisms.
It is recommended that regular follow-up activities with civil society be strengthened by incorporating systematic mechanisms to report on the progress of commitments, publish results, and gather feedback throughout implementation. This will help strengthen transparency, trust, and shared responsibility between the municipality and the community.

5. Design commitments that deepen collaboration with the community and promote public sector innovation.
Future Action Plans should build on the capacities developed during this cycle to advance more ambitious commitments, incorporating co-creation methodologies, digital participation tools, the use of data to support decision-making, and partnerships with civil society organizations, academia, and the private sector, with the aim of generating more innovative, sustainable, and citizen-centered solutions.

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