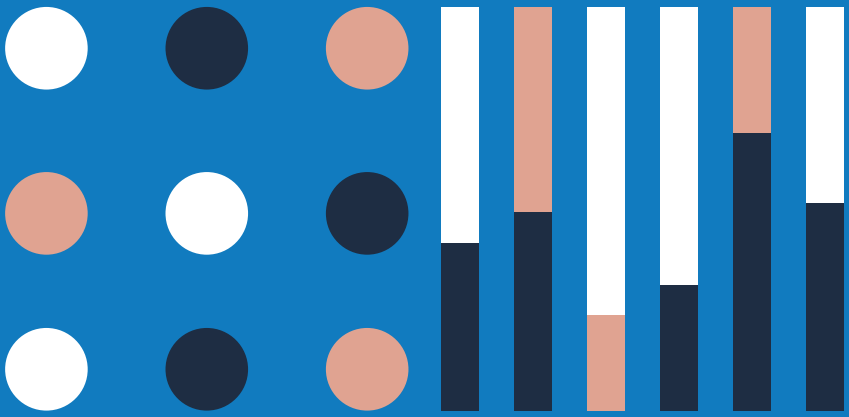
Proyectos Innovadores en 12 antones de Costa Rica

From an Open Govenment to an Open State in Costa Rica



THE TRUST FOR THE AMERICAS

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Proyectos Innovadores en 12 cantones de Costa Rica

THE TRUST FOR THE AMERICAS

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About us

The Trust for the Americas is a non-profit 501©(3) organization affiliated with the Organization of American States (OAS). Its Mission is to Promote partnerships for social and economic inclusion in Latin America and the Caribbean. Established in 1996, The Trust has worked to promote partnerships amongst civil society, public and private sectors, specializing in capacity building to address the region's social, economic and political most pressing issues. To this end, The Trust has implemented a wide range of social, economic and political development projects in 23 countries across Latin America and the Caribbean, in areas of economic opportunities, citizen security, good governance, democracy, innovation and human rights. Its vast experience has positioned The Trust as one of the key players in the endeavor to bridge the region's inequality gap; and its affiliation to the Organization of American States has proven to be a unique asset when it comes to operate in complex and difficult political climates. The Trust has offices in Washington, D.C., Colombia and Canada.

Project description

Throughout 2018 and 2019, the project From an Open Government to an Open State in Costa Rica, implemented by the Trust for the Americas and the Organization of American States, provided opportunities for municipal governments and civil societ organizations to jointly create spaces for discussion and deliberation of Open Data policies, and to propose innovative initiatives to improve public services. This project was possible thanks to the financial support of the United States Embassy in San José. I was implemented in 15 Municipalities outside the Greater Metropolitan Area of San José, and it focuses on promoting the participation of civil society (media, organizations and non-profit groups profit, academic sector and business sector) from the cantons of **San Ramón, Esparza, San Mateo, Orotina, Quepos, Bagaces, Cañas, Pococí, Jiménez, Hojancha, Abangares, Turrialba, Guácimo, Osa and Greece.**

The three objectives are:

- To promote Open Data policies at the municipal level, as well as the use of best practices for online publication of public data.
- To facilitate the creation of coalitions between civil society groups and municipal governments.
- To connect social innovators with key resources for the creation of civic solutions to municipal problems.

The third objective sought to support civil society organizations with donations of up to USD $ 7.500 to carry out project initiatives, in conjunction with a municipal authority, that seek to promote the principles of Open Government in their cantons and that are part of their processes of incidence.

What do we mean by Open Government?

Open Government is the set of mechanisms and strategies that contribute to public governance and good governance. Based on the pillars of transparency, citizen participation, accountability, collaboration and innovation, it focuses and includes citizens in the decision-making process, as well as in the formulation and implementation of public policies, to strengthen democracy, legitimacy of public action, and collective well-being. The Government of Costa Rica has been part of the Alliance for Open Government (OGP) since 2012 by subscribing to the Open Government Declaration. Today, the OGP represents the largest coalition of reformers working in different parts of the planet to help rebuild trust in our institutions.

The Open Government process in Costa Rica, led by the Ministry of Communication of the Republic, is born in 2015, with the signature by the President of the Republic, President of the Legislative Assembly, President of the Supreme Court of Justice and the President of the Supreme Electoral Tribunal of the Declaration for the Creation of an Open State in Costa Rica; with the purpose of promoting policies of openness, transparency, responsibility, participation and innovation in favor of citizens.

This process rests on top of 3 principles:

TRANSPARENCIA

La información de acceso público se abre proactivamente por las instituciones que la tienen en su poder y la ponen a disposición de las personas habitantes de forma completa, oportuna y de fácil acceso, con excepción de información que tenga una restricción constitucional o legal para su divulgación. Del mismo modo, las instituciones rinden cuentas sobre sus actos y asumen la responsabilidad pública de sus acciones y decisiones.

PARTICIPACIÓN CIUDADANA

El Estado fomenta que las personas habitantes se interesen e involucren en el debate público, proveyendo la información y los espacios de consulta y construcción conjunta apropiados para que conduzcan a una gobernanza más transparente, efectiva, creativa, innovadora, responsable y que atienda las necesidades de la sociedad.

COLABORACIÓN Y CO-CREACIÓN

Las instituciones estatales, la sociedad civil, la academia, el sector privado y las personas habitantes se apropian de los procesos de construcción innovadora y colaborativa de políticas públicas y las llevan a cabo de forma conjunta por medio del diálogo democrático.

The commitment to promote a transparent, efficient and effective state that fights against corruption and guarantees citizen participation is reinforced in March 2017 with the signing of the Framework Agreement to promote an Open State in Costa Rica and its subsequent ratification in April of 2019, with the signing of the Framework Commitment for the Strengthening of the Open State and National Dialogue.

What do we mean by Open Data?

Open Data refers to data available online, unprocessed, in open, neutral and interoperable format. It allows its use and reuse, is available for download in full without cost or registration requirements, and it is processable on computer. It is made available with the necessary technical and legal characteristics so that they can be used, reused and redistributed by anyone, any time and in any place.

The International Open Data Charter provides the Principles over which Open Data initiatives are governed, as well as resources for its implementation.

Open Data concepts respond to topics of various kinds. Contained in the Open Data Institute guides. The main benefits of Open Data are:

- Better decision making for the public, private and social sectors
- Provision of public services faster, innovative and efficient.
- Greater government accountability and greater public confidence.
- Empowerment of the population and civil society.
- Greater participation and public commitment.
- Entrepreneurship and social innovation.

In Costa Rica, the National Open Data Policy of Costa Rica establishes the opening of data through Executive Decree No. 40199-MP and its Executive Directive No. 074-MP.

Open Government Initiative Sub-Grants

The non-reimbursable financing fund aims to sponsor the participation of civil society in the implementation of specific projects under the principles of Open Government (transparency, collaboration and citizen participation), resulting in improved municipal services.

According to the global trend, it is intended to promote initiatives linked to the promotion of collaboration between civil society and the government to provide innovative and high-impact solutions to identified needs in each Municipality, which specifically demonstrate the benefits and opportunities represented by government openness.

The selection criteria of the municipalities selected for this project revolved around:

- Municipalities that have not implemented initiatives or plans to opendata.
- Priority to those local governments that are outside the large Metropolitan Area.
- INCAE Ranking.
- Municipal Management Index.
- Finally, an evaluation of the political will of the mayors and / or municipal council will be made, as a fundamental element for the successful implementation of the project.

San Mateo de Alajuela Municipality

Model for problem identification and solution generation for the San Mateo de Alajuela canton with Open Government and Social Innovation Tools - Centro de Desarrollo Gerencial de la Universidad Nacional de Costa Rica (UNA)

Centro de Desarrollo Gerencial has the mission of contributing with public, private, social institutions, and businessmen for the achievement of their goals through the empowerment of their human capital.

Problem identified

Centro de Desarrollo Generencial has identified that although initiatives have been taken to implement Open Government policies, there is still a long way to go in terms of citizen participation and collaboration. Evidence of this San Mateo scored 0, in the municipal collaboration index between the municipality and its inhabitants. This was a result, mainly, of the lack of a municipal strategy to integrate efforts. **Therefore, the main need is to generate an articulation strategy that enhances efforts, achieves community-wide integration, empowers citizens, and fosters transparency principles, participation and collaboration; in order to identify problems and address them in conjunction.**

Proposal description

Name:
Model for problem identification and solution generation for the San Mateo de Alajuela canton with Open Government and Social Innovation Tools.

Objectives:
Develop a model to identify the main problems within the canton of San Mateo de Alajuela, and to generate collaborative solutions using the tools of Open Government and social innovation.

1) **Identification** of the primary problems the Municipality of San Mateo de Alajuela faces, through inclusive and participative workshops.

2) **Creation** of a training program for the development of skills and competencies of project management and innovation to implement the solutions proposed by the community.

3) **Generation** of a proposed methodology centered around Open Government principles that fosters the identification and the approach to solutions to problems on the municipal level.

Location:
San Mateo Canton, fourth canton of the province of Alajuela, Costa Rica.

Population: 7 300.

Public entities involved:
- San Mateo de Alajuela Municipality.
- Universidad Nacional de Costa Rica.
- Centro de Desarrollo Gerencial.
- National Institute for Rural Development (INDER in Spanish).

Results (qualitative/quantitative)

During the first stage of the project, 4 workshops were developed to assess the specific problems regarding the districts of San Mateo, Desmonte, Jesús María and Labrador. The main problems identified where related to unemployment and low citizen participation. Interesting and innovative solutions, incorporating principles of Open Government were proposed to start addressing these problems.

For the second stage of the project, 17 communal leaders from the Canton of San Mateo were trained in Open Government and project management. Also, the Project Coordinator of INDER gave a conversation to the participants.

Finally, during the third stage a methodological guide was built, detailing the entire process. This tool was presented in a workshop for personnel designated by the authorities, explaining and justifying its importance in the construction of participatory spaces.

It is important to highlight that the execution of this project presented an important opportunity to strengthen the historical links that the National University has had with Costa Rican society. Out of the total number of people called, 36% attended. This reinforces precisely the premise of the need to generate spaces for participation and training of community leaders, with Open Government tools to strengthen democratic processes and accountability of government and representative structures.

Concretely: 4 workshops were organized for the identification of problems and solutions, and 6 workshops for project design and management.

Direct participants: 21 (W: 9 / M:12)

Indirect participants: 7100 inhabitants of the districts of San Mateo canton.

Success story

"We learned many things which we ignored. We did not know that we had so many rights, that there was so much we could do, so much to ask, so much to develop".

José Agustín Rodríguez, participant.

Multimedia

Administration School UNA

San Mateo Municipality

Centro de Desarrollo Gerencial

Administration School UNA

Centro de Desarrollo Gerencial

Pococí Municipality

Conversations Without Borders – La Red Jóvenes Sin Fronteras

Asociación La Red de Jóvenes Sin Fronteras (AREDJSF in Spanish) is a non for profit network of young migrants, refugees and Costa Rican people, sharing a strong focus on diversity, working with youth and their environments, public and private institutions, and international and national organizations. Its main pillars include the promotion of integration between Costa Rican migrants, and refugees, the fight against xenophobia, discrimination or any form of exclusion. It aims to be a meeting place for civil society that, from an integral perspective, contributes to the defense and promotion of human rights of young populations, migrants, refugees and their families.

Problem identified

AREDJSF has identified that the main priority in the Municipality of Pococí is to generate the capacity of being self-sufficient in the management of services, development initiatives and in the promotion of welfare throughout the canton. Similarly, optimize customer service, through an efficient and responsible administrative structure that contributes to the development of the canton in an agile and timely manner.

Proposal description

Name: Conversations Without Borders.

Objetives:
Produce awareness modules on Sustainable Development Goals, Open Government and 2030 Agenda, to create a network of young people to promote these issues in a sub-regional way.

Specifically, it seeks to generate assistance and guidance through discussions, so that the message reflects the motivation to dialogue and raise awareness about Open Government, Sustainable Development Goals, migration and refuge.

Location: Pococí Canton, second canton of the province of Limón, Costa Rica.

Population: 142 171

Public entities involved:
- Pococí Municipality.
- Organización Internacional para las Migraciones.
- Judicial Power.
- National Commission for the Improvement of the Administration of Justice (CONAMAJ in Spanish).
- Ministry of Justice and Peace.
- Pococí Civic Center for Peace.
- Ministry of Interior and Police.
- General Directorate of Migration and Foreigners.
- La Libertad Park.
- Cantonal Union of Development Associations of Pococí.
- Oi2 Program.

Results (qualitative/quantitative)

As part of the main milestones in this project's implementation, 5 proposals for social projects were generated by the group of young leaders from Pococí. These proposals were aligned to the Sustainable Development Goals and the 2030 Agenda. Two of them materialized in effective projects.Also, 5 awareness workshops were organized for young people, on the subjects of Open Government, governance, social entrepreneurship and migration. They had components of gender, diversity, inclusion, teamwork, culture of peace and the fight against xenophobia; all of which were aligned to the principles and with methodologies of the AREDJSF.

Four awareness modules on SDG, Open Government and 2030 Agenda were designed and held. As a result, the sub-regional information dissemination network was created. The WhatsApp group "Pococí Open Government Network," was created with the purpose of providing an expedited communication channel with the network of young leaders from Pococí.

Also, information campaigns were developed and promoted on AREDJSF's social media platforms, focused on the dissemination of information on Open Government, SDG and Agenda 2030, under the slogan: Did you know? These registered a wide reach, having in mind that the initial estimate of reaching 1000 people during the 4 sessions, was significantly exceeded. For the first publication, there was an organic reach of 2,246 people, 1,953 people for the second and 730 people for the third.

The diverse profile of the participants, ranging from presidents of student organizations, members of communal organizations to even founders of local NGOs; ensured a multidimensional approach to the various topics addressed.

Another lessons learned was that several of the participants said they had received information and awareness on human trafficking provided by National Coalition Against Migrant Trafficking (CONATT in Spanish). Testimonies of Nicaraguan youth displaced by the crisis were shared, and are contained in the report: "Nicaraguan Sociopolitical Crisis, Forced Displacement and Human Rights", prepared by AREDJSF and the International Center for the Human Rights of Migrants (CIDEHUM in Spanish).

Lastly, the project culminated with the celebration of the Gastro Cultural Festival Citizenship of the World 2019, within the commemoration of the international day of refugees, in La Libertad Park, in Fátima Desamparados, San José.

Direct participants: 20 (W:10 / M:10)

Indirect participants: 40

Success story

"I sincerely believe that the workshop is very rich in terms of personal growth, because there are issues that although seem simple or not so important, they actually open up a lot of new questions or leave you with that feeling of "I want to know more about that!" (...), we also talk about concepts of migration, things that I honestly had no idea and it's not only for today's knowledge but it will remain for life. It helps me to grow both personally and in my work environment. It helps me to be a better citizen." **Paula Sandi, young leader, participant.**

Multimedia

Conversation without borders

Youth without Borders NETWORK

Youth without Borders NETWORK

Youth without Borders NETWORK

Youth without Borders NETWORK

LAREDJSF
Asociación La Red Jóvenes Sin Fronteras

Pococí Municipality

I am Business: Virtual platform for monitoring, training and network for entrepreneurs – Pyme Labs Foundation

Pyme Labs Foundation is an organization created to support and create equity solutions for people who want to start a venture; mainly to those who are micro-entrepreneurs and who live in conditions of social vulnerability.

Problem identified

The Pyme Labs Foundation identified that although the Municipality opened in May 2017 the Department of Business and Organizational Development in order to support entrepreneurship and business germination, prioritizing attention and assistance to micro and small companies, two needs mainly persist:

- **Diversify** and improve the production of goods and services in the canton, by strengthening entrepreneurship and small businesses, to generate a better and more equitable socio-economic development of the population.
- **Strengthen** the capacity of leadership, organization, motivation and commitment of community organizations, so that they participate in the development of municipal projects within their communities.

Proposal description

Name: "I am business": Virtual platform for monitoring, training and network for entrepreneurs."

Objectives:
Implement tools that promote entrepreneurship and access to the entrepreneurial ecosystem's resources, facilitating continuous monitoring of the population's projects.

Specifically, it seeks to foster a culture of help and guidance among entrepreneurs through collaborative processes and co-creation of knowledge, register entrepreneurship profiles in the platform, promoting the collaboration of specialized services between the different actors of the entrepreneurial ecosystem, and guarantee the project's replicability through continuously training and accompanying participants and their businesses.

Location: Pococí Canton, second canton of the province of Limón, Costa Rica.

Population: 142 171

Public entities involved: Pococí Municipality

Results (qualitative/quantitative)

As part of the project's achievements, an alliance was identified and generated with the local group of Representatives of Entrepreneurs of Pococí (JUREP in Spanish), which provided a structure and communication channels for the dissemination of the entrepreneurship platform, and also helped multiplying the impact through the training of their leaders.

4 training workshops were offered, highlighting that of 4 JUREP leaders about the facilitation of entrepreneurship education. Additionally, the Pyme Labs platform was strengthened with the components of the agenda and the business profile.

In line with the sustainability strategy, the ability to continue constant training through e-learning platforms was developed. Additionally, the training of at least 8 people in negotiation with
institutions, teamwork, and in e-learning tools. Similarly, an agreement was established to ensure that the efforts made throughout this project continue to generate and expand the impact;
materialized through the formation of the subsidiary of the Pyme Labs Foundation in Pococí, operated by beneficiaries and entrepreneurs in the area.

It is important to highlight that the execution of the project provided the Pyme Labs Foundation with the opportunity to lead the preliminary law draft of the intervention for the economic recovery of the northern region of the country. Contributing directly to the efforts generated from the State and energizing alliances that increase the probability of generating focalized commercial activities, in line with the stakeholder's interests, fostering employability and development opportunities.

Direct participants: 25 (W:23 / M:2)

People trained in the program "I am Buisiness."

Indirect participants: 75

Success story

"Since I was a child I have been an entrepreneur, it comes from my genes and from the desire to move forward in life. I lived and grew up in a rural area of Guápiles, where it was very hard for some children to study, I could not study in a school nor pursue a career. Thanks to the venture I have managed to get move forward. I thank the Trust, OAS, Municipality of Pococí and Pyme Labs for the opportunity, for coming to give us all these tools, since it is very important to renew ideas, learn new strategies to adjust our business to the changes in the needs of our clients, of the technology and everything in general. It helps me not only as a person, but also to empower my business, which benefits me, my family and my clients. Thank you so much for everything!"

Shirley Fuentes, clothing designer and merchant.

Multimedia

Pyme Labs Testimony

San Ramón Municipality

I Count, Participate and Decide – Citizen Integration Platform

The Citizen Integration Platform (PIC in Spanish) is a nonprofit civil society organization, with the main purpose of stimulating civic awareness and active citizen participation in all aspects of Costa Rican society and in the international community. It focuses on the integration of citizens into the co-creation process of public policies in order to manage the common good. It specifically acts as a political body with a voice, rights and capabilities, through the use of analogue and digital technological tools.

Problem identified

PIC identified the low ratings (45.40) on the citizen participation index as one of the main problems the canton faces, which is currently below the national average (50.63), according to the Municipal Management Index 2017 of the Comptroller General of the Republic.

On top of that, San Ramon occupies the 53rd position in the ranking of municipalities, with a rating of 16.37 in Transparency, 12.29 in Citizen Participation, and 0 in Open Data, according to the 2017 Public Sector Transparency Index prepared by the Ombudsman.

Proposal description

Name:
I Count, Participate and Decide. Co-Creation of Policies and Participatory Budget in the Canton of San Ramón - Pilot Municipal Council of the District of Peñas Blancas.

Objetives:
Strengthen citizen participation in the co-creation of policies in the field of participatory budgeting in the Canton of San Ramón. Through the use of civic technology, specifically the Ágora PIC digital platform, it is sought to strengthen citizen activism in community deliberative spaces with the purpose of contributing to greater transparency in the process
of developing local public policies.

Location:
Peñas Blancas Municipality of San Ramón canton, second canton of the province of Alajuela, Costa Rica.

Population: 80 566

Public entities involved:

- San Ramón Municipality.
- Municipal Council of District of Peñas Blancas of San Ramón.
- Ministry of Public Education.
- Territorial Council of Rural Development San Carlos Peñas Blancas Río Cuarto.
- Youth Cantonal Council.

Results (qualitative/quantitative)

For the execution of this project, 7 meetings, 3 field visits and 5 workshops were held. Two focus groups were formed, one in Peñas Blancas divided into 6 work groups and one in San Ramón, divided into 2 work groups. Participants co-created and published in ÁgoraPIC 44 ideas and 5 proposals around 12 topics:

- Economics, labor and entrepreneurship (37 projects).
- Territory, ecology and sustainability (27 projects).
- Education and training (26 projects).
- Culture, art and heritage (24 projects).
- Health and food (24 projects).
- Public space and urban regeneration (23 projects).
- Childhood and youth (19 projects).
- Sports and recreation (17 projects).
- Mobility and transport (16 projects).
- Family and coexistence (15 projects).
- Gender and social equity approach (14 projects).
- Road safety (11 projects).

Within the Open Government strategy framework, operational meetings were held with the San Ramón's Community Initiative Office, the Mayor's Office and the Community Initiative Office, the Young Person's Cantonal Council, the Administration Innovation Laboratory Public, the Cantonal Union of Integral Development Associations, and with the Municipal Council of the Peñas Blancas District. Within the education and training strategy framework, the workshops and conversations developed resulted in the appropriation of the project by the local government of the Peñas Blancas District. Eight work groups were created in the
ÁgoraPIC platform and documented the SWOT analysis (Strengths, Opportunities, Weaknesses and Threats), ideas and georeferenced proposals, making the results more transparent.

Regarding the communication, awareness and dissemination strategy, multimedia, textual and graphic contents were created to the support communication campaigns on social media and community meetings. It is important to note that the information regarding the project activities were included in the communications of the Open Government week in Costa Rica. The project has generated such interest, that several requests were submitted to replicate the experiences in other cantons.

Direct participants: 96 (W:59 / M:37)

Indirect participants: 134 participants involved in the project, plus the projection

Success story

"Thank you very much, living in ignorance is the worst thing. I believe that when people want something, they can do it. Yesterday at a meeting with several associations, we commented on the workshops and I heard that several people were interested in receiving it again. ... I am willing to lend my urbanization's communal hall to continue with the workshops so that more people receive it."

Norma Alvarado Mora, President of the Integral Development Association.

Multimedia

Video Workshop: "The collective action as a Comon Good "(April 2019)

Video Workshop: "The collective action as a Comon Good "(June 2019)

Participatory budget:
Peñas Blancas

Participatory budget:
San Ramón

PRESUPUESTOPARTICIPATIVO
CUENTO
PARTICIPO
DECIDO
OEA
pic
CONCEJO
MUNICIPAL
DISTRITO PEÑAS BLANCAS

Unión Cantonal
de Asociaciones
de Desarrollo de
San Ramón
UCAD SR
CUENTO
PARTICIPO
DECIDO

CUENTO
PARTICIPO
DECIDO
OEA
pic
CONCEJO
MUNICIPAL
DISTRITO PEÑAS BLANCAS
TRABAJANDO
JUNTOS Y
COMUNI

Guácimo Municipality

Citizen Participation Rulebook – Technical Options for Development

Technical Options for Development is a company that focuses on training, technical assistance and research in decentralization and local development, strategic business and institutional planning, municipal modernization, leadership, negotiation and conflict resolution, management in the formulation, execution and evaluation of social and economic projects, sustainable development and citizen participation, construction and management of local public policies, and publication of teaching and advertising material.

Problem identified

Technical Options for Development identified limited citizen participation in the planning and execution of municipal projects; therefore, the standardized regulations will provide mechanisms to strengthen district councils, citizen audit processes, and organization of citizen forums, for the empowerment of different sectors and actors in the canton.

Proposal description

Name: Citizen Participation Rulebook.

Objetives:
Strengthen councilors, officials, local leaders and district council's capacity to formulate and execute a new long-term development plan through a district participatory micro-planning system that takes into account the requirements of the new regulatory guidelines from the Office of the Comptroller General of the Republic in matters of planning; from an integral, equitable and sustainable perspective.

This project was articulated around 8 stages:

Formulation and approval of the Citizen Participation Rulebook:

Training process for officials, municipal authorities and representatives of institutions and civil society, to be able to carry out the different stages of the planning process.

Local planning and plan approval:

The organization of strategic workshops with officials and local leaders to come up with an operational proposal for the implementation of district development plans.

Technical training:

Technical training to participants on the formulation, utility, purpose and development of a project, based on the ideas or profiles that were raised in the district and cantonal diagnoses.

Publication and plan improvement:

Preparation of documents, presentations, and audiovisual content about the new model of institutional micro and macro–planning's latest planning initiative and implementation.

Identification and project development:

Creation of matrixes regarding work proposals for district plans and prioritization.

Modernization of the strategic development and project management instance, and presentation of proposals to national and international entities:

Development of a proposal for internal planning to modernize and facilitate the platform of services provided to communities and institutions, in a decentralized manner.

Evaluation of the process:

Establishment of plan monitoring and evaluation mechanisms. Also, the coordination of the team responsible for the planning initiative, to measure the impact at the district and cantonal level.

Plan execution report:

reporting of specific activities and areas of work, in addition to technical reports to the City Council, City Hall, technical departments, and community leaders.

Location: Cantón de Guácimo, sexto cantón de la provincia de Limón, Costa Rica.

Population: 41 266 habitantes.

Public entities involved:
- Guacimo Municipality.
- Council of Interinstitutional and Community Coordination.
- Rural Development Institute.
- Ministry of National Planning and Economic Policy.
- Mixed Institute of Social Assistance.
- Ministry of Labor and Social Security of Costa Rica.
- Ministry of Public Security.

Results (qualitative/quantitative)

2 publications about the Citizen Participation Rulebook were made inthe official newspaper:

La Gaceta. Additionally, cantonal meetings were organized, with different sectors and local actors. Specifically, 5 district and 2 cantonal forums, for the development of a long-term plan and of social, economic development, territorial planning, infrastructure, equipment and services projects. They were attended by 350 local leaders, and an average of 40 people per activity.

The impact generated by the Citizen Participation Rulebook Project, and the approval of the Long Term Plan (PLP) , contributed to the modernization of the municipality implementation structure, and with adjustments to the organizational, occupational and salary structures, guided by the new Open Government approach. One of the first steps was the creation of the Office of Citizen Affairs and the Project Management Unit, which bring citizens closer to the municipality; contributing to real-time oversight by civil society.

Direct participants: 350 (W:193 / M:157)

Indirect participants: 40.000 inhabitants of the cantonal districts.

Historia de éxito

"For the project, a cantonal commission was formed by the City Council, with representatives from civil society organizations and political parties; which was constituted as a permanent commission to follow up on the Citizen Participation Rulebook Project and the Long Term Plan projects."

Flor Valerín, Guácimo Vice-mayor.

Multimedia

Content drive (Outlook)

Bagaces & Cañas Municipality

GuanaData 3.0 – Guanacaste's Voice

Guanacaste's Voice is the first non-profit, bilingual, digital and printed, newspaper in Costa Rica, with the vision of being Guanacaste's referent media outlet, fostering progress in the communities through responsible and innovative journalism. Guanacaste's Voice shares the pillars of Open Government: transparency, citizen participation,
collaboration and applies them in the creation of its editorial content, in its citizen laboratories and in its communication strategy. It has the goal of actively covering the entirety of the province of Guanacaste by 2020.

Problem identified

There is a low level of citizen participation, evidenced by the high percentage of abstentions in the past national vote (40% abstention in national elections of 2018). The scarce citizen participation there is, revolves around paperwork and bureaucracy, and to a lesser extent, around proactive participation and oversight. Guanacaste's Voice has identified, through research, coverage, workshops and cantonal reports that there's inefficiency in the exchanges that take place between community groups and local governments, and there is a feeling of "abandonment" by the government. It was also demonstrated that there is misusage of public funds and mismanagement when executing projects. For example, thanks to an analysis, it was shown that, in the case of Santa Cruz, the main reason behind shortages in public investment in rural communities is due to the project's poor design from the beginning. This is mainly due to lack of training among trustees and community leaders on how to compete for public funds. Finally, in the case of the canton of Liberia, inefficiency in the execution of budgets was shown, due partly to insufficient allocation of resources to administrative operations.

Proposal description

Name: GuanaData 3.0

Objetives:
Encourage proactive, supervisory and collaborative citizen participation in the municipalities administrative processes from the cantons of Cañas and Bagaces, through data-based journalism and laboratories with both canton's communities.

Location:
Cañas and Bagaces cantons, sixth and fourth cantons, respectively,
of the province of Guanacaste, Costa Rica.

Public entities involved:

- Cañas Municipality.
- Bagaces Municipality.
- University of Costa Rica (UCR in Spanish).
- Conservation Areas National System (Sinac in Spanish).
- Guanacaste's Association of People with Disabilities.
- Bagaces' School.

Results (qualitative/quantitative)

It was possible to establish a permanent communication channel with multiple sources within the municipalities, helping with the information research process. Additionally, participants internalized the notion of transparency in the process of communicating municipal information. One of the most significant achievements was the establishment of a network of contacts that is available to Guanacaste's Voice and the neighbors, for project coordination and information exchange. Finally, it is worth highlighting the impact that the training on transparency and public accountability issues, has had on communities.

Direct participants: 32 (W:19 / M: 13)

Indirect participants: 768

Historia de éxito

"I decided to enroll precisely because we interact with many people from many organizations and mainly from civil society; it is always necessary to inform or at least communicate what we are doing and how we are doing it, to other people."

Yarely Díaz Gómez, SINAC oficial.

Multimedia

Guanacaste Voice

Guanacaste Voice

¿Cómo planificar un buen
proyecto para mi comunidad?

Bagaces & Cañas Municipality

The Voice checks – Guanacaste's Voice

Guanacaste's Voice is the first non-profit, bilingual, digital and printed, newspaper in Costa Rica, with the vision of being Guanacaste's referent media outlet, fostering progress in the communities through responsible and innovative journalism. Guanacaste's Voice shares the pillars of Open Government – transparency, citizen participation and collaboration and applies them in the creation of its editorial content, in its citizen laboratories and in its communication strategy. It has the goal of actively covering the entirety of the province of Guanacaste by 2020.

Problem identified

Guanacaste's Voice vast experience covering the municipal councils, for over 5 years, has allowed them to identify that there is often wrong or misinformation in the decision making and transparency processes. Additionally, there is a lack of citizen participation, reflected in the high percentage of abstention in municipal elections, for example, in the 2010 mayor elections (penultimate elections of this type in the country) abstentions in Guanacaste rounded 60 %.

Proposal description

Name: The Voice checks

Objetives:
Fact check what councilors, trustees, mayors, deputy mayors and vice mayors say in the municipal councils of Bagaces and Cañas. **Corroborate that the data they give is correct, that the processes proposed to take actions are corresponding, and that the legislation on which they are based is accurate.**

Location:
Cañas and Bagaces cantons, sixth and fourth cantons, respectively, of the province of Guanacaste, Costa Rica.

Population: 26 201 and 19 536, respectively.

Public entities involved:
- Cañas Municipality.
- Bagaces Municipality.

Results (qualitative/quantitative)

The initiative had a very favorable reception, to the point of receiving proposals from councilors, municipal officials and inhabitants of other cantons, to replicate the project in their municipalities. A permanent communication relationship was established with key actors within the municipalities, strengthening the journalistic initiative. During the execution of the project, different irregularities reported by officials and inhabitants were investigated, highlighting the commitment to the processes of Open Government. As a result, public officials manifested that there was a greater sense of accountability and institutional transparency.

It is also important to note that Guanacaste's Voice has already planned to have a second edition of "The Voice checks" and a subsequent project: "The Voice Explains", thanks to the skills acquired throughout of this project.

Direct participants:

No direct participants were registered. However, it was estimated that, taking into account that the project's main public were the municipal councils, 35 members were benefited directly, including councilors, owners, standing officials and trustees.

Indirect participants:

According to Google Analytics metrics, and Facebook publication's reach, the initiative achieved 5 important peaks:

- 42.800 people
- 19.800 people
- 10.400 people
- 9.600 people
- 8.600 people

Success story

"The fact of seeking confirmation of the different statements that are going to be made or of a relevant statement, of interest to the public, is important to us because it first makes us accountable to our statements, but secondly, it forces us to have these claims with a real hold." **Luis Fernando Mendoza, Cañas Mayor**

Multimedia

Guanacaste Voice

The Voice Cheks

PRESIDENTE

Esparza Municipality

DataEsparza: implementation of the Municipal Open Data Portal – Commercial Intelligence, Inco Group ltd.

Inco Group is an organization with the philosophy of making technology come alive and generating well-being through the execution of digital transformation processes, specialized in the development and implementation of cloud solutions for the public and private sectors. It has experience in supporting the selection, development and implementation of cloud technologies (SaaS) and other applications that improve government's provision of goods and services.

Problem identified

There is an opportunity to strengthen the process of creating the data governance policy through the implementation of an open data portal, which would facilitate the implementation of the strategy and improve the relationship with its citizens. It was shown that inputs and data sets do not have a technological platform for distribution that would allow data and information to reach internal and external users.

Proposal description

Name: DataEsparza: implementation of the Municipal Open Data Portal.

Objetives:
Implement a municipal Open Data portal, in accordance with the local government of Esparza's model of the governance of and the demands of social actors.

In order to implement the portal, the project was structured in 3 stages:

- Training the Esparza Municipality personnel that constitute the Sub Commission on Open Data, on Scrum methodology. This sub commission derived from an advsory process for the governance of data of the Municipality, thanks to the contribution of the Municipality of Esparza.
- The creation of a data portal supported on the public cloud platform.
- Training of municipal staff in the use of open data tools, the use of the workspace and its configurations.

Location: Esparza Canton, second canton of the province of Puntarenas, Costa Rica.

Population: 34 291

Public entities involved:
- Esparza Municipality.
- Costa Rican Public Force.

- Costa Rican Public Force.
- Fire Department of Costa Rica.
- Ministry of Public Education.
- Costa Rican Institute of Aqueducts and Sewers.
- Costa Rican Institute of Electricity.
- Cantonal Council of Institutional Coordination.
- District Institutional Coordination Councils.
- Culture Department.
- National Council of Persons with Disabilities.
- National Directorate of Community Development.
- Liceo de Esparza.
- Ministry of Public Health.
- National Children's Board.

Resultados (cualitativos/cuantitativos)

Throughout the execution of the project, 15 activities were carried out, including workshops and training for the Esparza Municipality officials, members of the City Council, Cantonal Councils for Institutional Coordination (CCCI in Spanish), District Councils for Institutional Coordination (CDCI in Spanish) and canton's private sector companies on Scrum
methodology. Also, and thanks to the Municipality's contribution, an advisory process for the governance of municipal data was established, thanks to which the Open Data Sub Commission was established. During such, a mapping of the Municipality team's advances and achievements in the field of Open Data was made, as well as of the main instances that generate process existing information in the Municipality.

Additionally, a participatory protocol determining the road map of the process of opening municipal data, the periodicity, and the actors and their functions, was created. Another of the products was the mapping of main demands of the Municipality's data users. Also, a data index was created with data accessible in each of the Municipality's generating processing information instances. Training was conducted, and the Junar Open Data platform was made available.

Finally, the Open Data Portal, interconnected to Esparza Municipality's website, was integrated.

Direct participants: 52 (W:24 / M:28)

Indirect participants: 34 291 inhabitants of Esparza Canton.

Historia de éxito

"The implementation of the Open Data Portal, for any institution or private company, is a present need. The public demands to have access to the databases that have nformation that contributes to transparency, accountability and other issues that are extremely useful. Personally, as a citizen and as s public official, it allows me to establish a direct connection, through current digital technologies, a contact with the public, and in turn have feedback. I consider that this step is the beginning of a process that will require a commitment from the authorities and the public, to maintain the data portal updated and that it can stimulate good collaborative practices between public, private and the general public." **Esteban Aguilar Castrillo,Urban Planning and Maritime Terrestrial Zone Coordinator, Esparza Municipality.**

DATOS ABIERTOS

Implementación de una Política de Gobernanza de Datos

Fecha de inicio: 18 - Enero - 2019

SE TRABAJÓ EN

- Acciones de sensibilización y capacitación sobre datos abiertos a actores como: •Funcionarios municipales •Consejo Municipal •Empresas del cantón •CDCI •CCDI
- Orientación de la conformación de la subcomisión de datos abiertos.
- Identificación de las principales instancias generadoras/procesadoras y los tipos de información correspondiente a los conjuntos de datos.

A PARTIR DE ESTO FUE POSIBLE

- Construir un índice de datos de la Municipalidad que son posibles de liberar
- Crear un Protocolo participativo en donde se definan los pasos a seguir en el proceso de apertura de datos de la Municipalidad de Esparza.
- Crear la Política Municipal de Datos Abiertos Esparza
- Confeccionar las estructuras necesarias correspondiente a los conjuntos de datos para la obtención de cinco estrellas

ÉXITOS DEL PROYECTO

- Formar funcionarios municipales capacitados en datos abiertos y con habilidades técnicas para manejar el portal de datos abiertos.
- Consolidar actores colaborativos y comprometidos con el proceso de apertura de datos.
- Participación activa entre los ciudadanos y el gobierno local.
- Portal de datos abiertos con un esquema de desarrollo de 5 estrellas.

Una vez establecidas las bases y estructuras anteriores se procedió con:

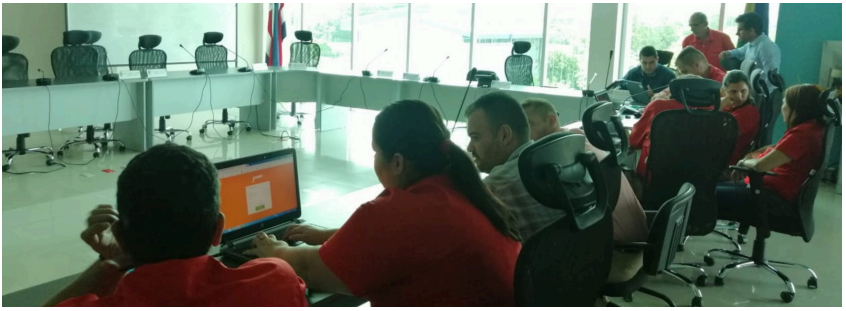
Implementación del portal municipal de datos abiertos

Se estableció para el proceso una metodología ágil de desarrollo, denominada Scrum.

ETAPAS DEL PROCESO

1. **MAPEO DE DATOS** — De acuerdo al índice de datos posibles de liberar construido se identificaron responsables de los conjuntos de datos.
2. Cada responsable empleó las estructuras creadas para limpiar los conjuntos de datos.
3. Creación del portal de datos utilizando una nube pública.
4. **CARGA DE DATOS** — Una vez listos los conjuntos de datos se procedió con la carga al portal.
5. Diseño del portal de datos abiertos (tablas, gráficos, colecciones).
6. Integración del portal al sitio web de la municipalidad.
7. Habilitación de usuarios y claves para los funcionarios.
8. Capacitación a los funcionarios para el uso del portal.
9. Entrega del manual de usuario y un reporte de la cantidad de recursos que contiene la plataforma.

Fecha de finalización: 18 - JUNIO - 19



Grecia Municipality

Grecia, Open and Inclusive Government – Costa Rican Association of People with Visual Disabilities

The Costa Rican Association of People with Visual Disabilities (ACOPEDIV in Spanish) is an organization of people with visual disabilities in Costa Rica, whose main task is to defend the rights of people with visual disabilities through access to public information and citizen participation, according to the needs of blind people and people with low vision. ACOPEDIV is national in scope and is part of the Latin American Blind Union and the World Blind Union.

Problem identified

There has been a lack of inclusive tools for blind people and people with low vision, that allows them to access the information generated within the Grecia Municipality. It was identified that there are no accessible formats, such as readers and screen magnifiers, in the process of opening administrative procedures.

Proposal description

Name: Grecia, Open and Inclusive Government.

Objetives:
Promote public transparency and accountability within the Municipality of Grecia, taking into account the needs of people with visual disabilities, fostering social inclusion and citizen participation in the decision making process, and generating information that takes into account the needs of people with visual disabilities.

The project was structured around 4 specific objectives:
1) Identify and monitor the process of inclusion of people with visual disabilities, in citizen participation and civic collaboration activities, allowing access to community level decision making.

2) Inform, advise and train officials from Grecia Municipality, with talks, workshops and other existing means in order to provide them with the necessary tools to open data and public information in accordance with the needs of people with visual disabilities.

3) Communicate in an inclusive manner the actions of Grecia Municipality, with the purpose of transmitting agile and timely information about the Municipality's work; taking into account the needs of blind people and people low vision, as part of the transparency and accountability process for each of the sectors of the public.

4) Design, production and publication of an inclusive application for smartphones, that provides access to new information technologies for people with visual disabilities.

Location: Grecia Canton, third canton of the province of Alajuela, Costa Rica.

Population: 76 898

Public entities involved:
- Grecia Municipality.

Results (qualitative/quantitative)

In line with the first specific objective, the mapping and monitoring of the process of inclusion of people with visual disabilities in participatory decision-making processes was carried out. We identified 33 (W: 18 / M: 15) people who are blind or have low vision in Grecia Canton (out of 35 established as a baseline), capable of engaging in citizen and civic participation processes. A WhatsApp group formed by the trustees of the different districts was created, in order to establish a fluid communication channel and to support with coordination efforts. It was evidenced that people with visual disabilities require more training in the management of computer tools, in order to generate greater participation in social media and access to information, since a large part of the population used braille exclusively as a form of communication, leaving the technological potential aside.

12 training sessions were carried out with municipal staff, on interactions with people with visual disabilities, in order to strengthen access to public information. Also, 6 advisory, follow-up and evaluation meetings were held with the Municipal Commission on Accessibility and Disabilities (COMAD in Spanish). It is important to highlight that 2 additional meetings were added later, with the participation of 12 additional beneficiaries (W: 6 / M: 6). However, part of the lessons learned, due to time constrictions and staff limitations only 1 meeting was concreted, out of the 6 programmed with the Information Technologies Unit, regarding the web site's accessibility. Also, it was discovered through surveys, that the Municipality personnel did not know the correct way to support and guide people with visual disabilities, nor the correct way to make documents accessible to screen readers, nor to disseminate accessible municipal communications.

In terms of the communications stage, 36 municipal sessions were broadcasted, and 30 informative videos highlighting the work carried out by the City Council were made. Also, more information published on social media and the website is required, taking into account accessibility guidelines for screen readers. Specifically, regarding municipal procedures, commission's work and other matters of public interest.

Regarding the development of an inclusive application for smartphones, a session was held where guidelines and recommendations were given on how to make the app accessible to screen readers.

Beneficiarios directos: 106 (W: 61 / M:45)

Indirect participants: No indirect participants were registered.

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CSO

Quepos Municipality

Access and interpretation of the Ministry of Public Education's statistical and georeferential data - Uno Plus

Uno Plus, Avenimiento LG LLC is an interdisciplinary consultancy company with experience working with the public and private sectors, in various fields of organizational dynamics: organizational diagnostics, organizational restructuration, territorial ocio-economic diagnoses, design of entrepreneurship and social programs, training programs on ethics and organizational values, analysis of ethics in the organizational climate, and formulation of application plans. These last are articulated around accountability, transparency, corporate governance and implementation of social programs.

In terms of Open Government, accountability and transparency; Uno Plus has worked to support and advice the Comisión Nacional de Rescate de Valores, the Judiciary, the Comptroller General of the Republic, the Mixed Institute of Social Assistance, and the Ministry of Public Education.

Proposal description

Name:
Access and interpretation of the Ministry of Public Education's statistical and georeferential data, in Quepos Canton.

Objetives:
To design a strategy to use the Ministry of Public Education's (MEP in Spanish) data to orient and better design plans, programs and projects, that will improve the quality of the educational system and allow opportunities of employment for graduates.

The project was structured around the following objectives:
- Recollection of statistical data available at the MEP's database.
- Discussion of the information retrieved.
- Proposal and instruments design.

Location: Quepos Canton, sixth canton of the province of Puntarenas, Costa Rica.

Population: 31 133

Public entities involved:
- Quepos Municipality.

Results (qualitative/quantitative)

During the first stage of the statistical data gathering, 2 meetings were held with MEP's officials, and the search for information on educational statistics from other government sites was expanded. Also, work sessions were held with strategic partners, such as the Mayor of Quepos, Patricia Bolaños, and the person responsible for the Municipality's Social Programs, Yendry Godínez. The purpose was to detect challenges and propose actions were proposed to overcome them. Difficulties were detected regarding the MEP's management, and limitations concerning its capacity to implement educational programs.

In response, it was agreed to connect sites that provide statistics and information on education, with the Local Government's portal in line with the Open Government initiatives.

Regarding the discussion of information, an inventory of the canton's stakeholders was created. In addition, a focus group to identify the educational agenda's needs and interests was done, with the collaboration from the Pez Vela Navy's Office of Social Responsibility. Results showed a lack educational opportunities and complex family contexts. To address this, the construction and incorporation of a community based educational agenda was proposed, to which Open Government tools would provide key information for its construction. Also, a meeting was held with the Mayor of Quepos, the Municipality's Social Programs Manager and Municipality's informatics Manager; to stablish a roadmap to implement the Open Government initiative. Consequently, the Mayor agreed to integrate within the Municipality's webpage data and information about the education sector.

Direct participants:

26.861 inhabitants of Quepos Canton, Municipality's website potential users.

Indirect participants:

Data will be available once the Municipality proceeds with the publication.

Success story

"Access to Open Government data, specifically data referring to the state of education, in Quepos Canton, can be a very useful instrument for citizens and for the community in general. In order to guide parent's decision making process when choosing where to enroll their children. And at the community level, we would be talking about utility in two directions: the consideration of risk areas and issues, to undertake public / private actions, and the using concrete data to formulate local public policies to respond to the most pressing needs."

Fabian Ramirez Aguilar, Quepos Municipality's Information Manager.

FUNDACION
GREENGLASS

Orotina & Abangares Municipality

Support the implementation of the local Open Government Guide in Orotina and Abangares Municipalities – Center for Research and Training in Public Administration (CICAP in Spanish)

Center for Research and Training in Public Administration is part of the Fundación de la Universidad de Costa Rica para la Investigación (Fundación UCR). It focuses on the transfer and dissemination of knowledge to improve public management, through research and social action, to contribute to the general welfare of society.

Problem identified

CICAP has identified the opportunity to strengthen the Municipality's efforts by integrating the contributions of civil society, promoting transparency policies and improving accountability mechanisms. This will not only legitimate municipal management, but also affects general public's trust in its institutions. Essentially, there is a need to improve citizen participation mechanisms, the offer of online services, and to promote Open Data, and Open Government initiatives.

Proposal description

Name:
Support the implementation of the local Open Government Guide in Orotina and Abangares Municipalities

Objetives:
Accompany 2 local governments in the implementation of the local Open Government Guide.

It is intended to generate an action plan to implement concrete actions towards government openness in Orotina and Abangares municipalities and accompany its execution. This will generate a paradigm shift within the administration, gradually changing the way services are provided and more importantly, how social actors are perceived. Specifically, going from being mere recipients of goods and services, to being strategic partners
fundamental to the efficient and effective accomplishment of the Municipalities' goals.

Location:
Orotina Canton, ninth canton of the province of Puntarenas, Costa Rica.
Abagares Canton, seventh canton of the province of Guanacaste, Costa Rica.

Population: 20 341 / 18 039

Public entities involved:

- Orotina Municipality.
- Abangares Municipality.
- University of Costa Rica.

Results (qualitative/quantitative)

For the execution of this project, 6 support session were held with the municipalities of Orotina and 6 with Abangares, in which the following processes were designed and implemented:

In Orotina, an internal protocol for the management of the Municipality's website was developed, alongside the design of a strategy to strengthen civil capacities. Within Abangares, the Municipality's Citizen Participation Rulebook was designed and created, alongside accountability and communication strategies between the mayor's office and the canton's community.

Aiming to deepen the processes commenced with the project, CICAP will continue its support for the next three months after the project's conclusion date, through either face-to-face or virtual meetings; as part of the accompaniment and consolidation of the Open Government strategies developed.

Direct participants: No participants were registered.

Indirect participants: No participants were registered.

PRESIDENTE

Osa Municipality

Co-creation of Citizen Participation Policies and Rulebook from an Open Government perspective for Osa Canton – Citizen Studies for an Open Society Center Association (ACCESA in Spanish)

ACCESA is a nonprofit association that seeks to foster an open, democratic, inclusive and diverse society by promoting transparency, accountability, access to information of public interest, and citizen participation. ACCESA works on actions that have a political impact, on the promotion of effective participation spaces, and on research and development of innovative tools that allow the openness, modernization, and transformation of the State, while enhancing collective intelligence to address common problems and improve people's quality of life.

Problem identification

ACCESA has carried out a series of investigations in 2017, that indicated that the citizen participation mechanisms available to the municipality do not work properly and do not offer the expected results. This is reflected in the 2017 Municipal Management Index, where Osa Canton scored 32.80 in citizen participation, well below the national average of 50.36. Although the reasons vary, deficiencies in its convening power has been identified as the main cause. There is little motivation to participate, therefore, low levels of citizen involvement. This ends up influencing representativeness and legitimacy of the decision making process within the participatory sessions; generating in turn, a loss of confidence from the citizens regarding participatory processes as a whole. Another problem identified, was the lack of knowledge regarding participatory instances, signaling the challenges in terms of dissemination, communications, and access to information.

Proposal description

Name:
Co-creation of Citizen Participation Policies and Rulebook from an Open Government perspective for Osa Canton.

Objetives:
Co-facilitate the collective construction process of a citizen participation policies and rulebook, to stablish guidelines that consolidate and integrate citizen participatio into the local government functions.

Location: Osa Canton, fifth canton of the province of Puntarenas, Costa Rica.

Population: 30 472

Public entities involved:

- Osa Municipality

Resultados (cualitativos/cuantitativos)

The project was articulated around 4 stages:

1) Contextualization y diagnosis.
2) Sensitization and transfer of capacities and tools to the municipal team and community leaders on collective construction processes.
3) Collective construction of the citizen participation policy..
4) Consultation, validation, and proof of proposals for the Citizen Participation Policies and Rulebook.

For the first stage, a statistical review of geographic, demographic, economic, social, labor, political, and municipal management data was made. Interviews with the Mayor of Osa, focus groups with the Municipality's Open Government team, surveys to the Municipal and District Council members, and interviews with 5 communal leaders were conducted. Also, municipal data, and international academic research on citizen participation was analyzed. This was done to have a deeper understanding regarding the state of citizen participation in the canton.

The second stage involved an awareness workshop to 11 municipal officials, 2 members of the Municipal Council, and other authorities. This was complemented with the presentation of the project to the Municipal Council, the Mayor and the citizens, through social media and the Municipality website.

Regarding the third stage, 7 workshops were held to raise awareness about policies, levels, and mechanisms of citizen participation; with the Municipality officials and citizens. Also, they worked for input recollection regarding obstacles, problems, needs, experiences, and principles concerning citizen participation. At the same time, bibliographic and documentary research was carried out, to identify structures and essential components that would serve as a starting point for the rulebook. It is also important to highlight the strengthening of the relationship with the Municipality, due to its logistical support in the elaboration of the training sessions.

For the last stage, the proposals were presented to the Municipality's legal department, to include their considerations and feedback regarding the Citizen Participation Policies and Rulebook draft.

Direct participants: 95 participants

Indirect participants: 30 472 inhabitants of the canton.

Success story

"ACCESA's technical support in the process of elaboration of the Citizen Participation Policies and Rulebook meant a relief of municipal planner's esponsibilities, who is constantly overwhelmed, since he's the only one in the department." **Ernesto González, Institutional Planner.**

Multimedia

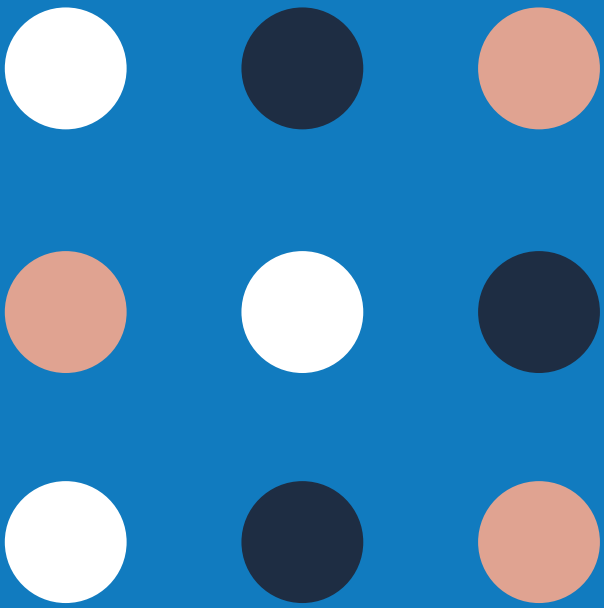
Local Government Note

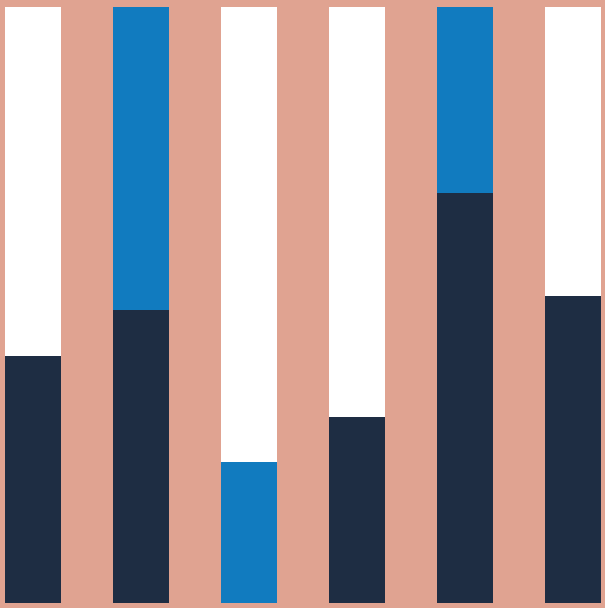
City Council Video

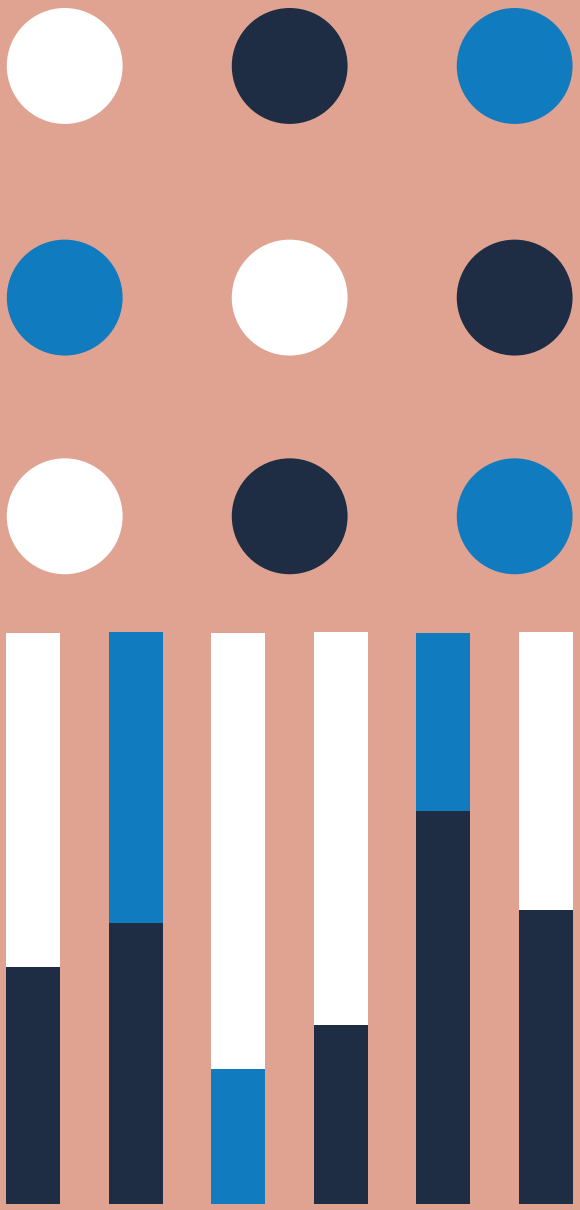
Informative publication
of the project

Municipality Post (Facebook)

Osa Municipality (Facebook)







Innovative Projects in 12 cantons of Costa Rica

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