Local Open Government Model for Rural Municipalities: Opportunities and barriers from the experience of Calle Larga

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Abstract: The Open Government; understood as a management paradigm or model, has managed to position itself as a key formula to the fight against corruption and distrust of public institutions; becoming an ally of public integrity. In spite of the advances in this matter from nations and its multilateral network, the Alliance for Open Government, it is in local governments where it may express better the scope and impact on people. In this regard, the present work shows the experience of developing a model of Local Open Government from the experience of the Chilean Municipality of Calle Larga, where the main opportunities and barriers that are in a rural context were detected in order to propose the implementation of an alternative model of Open Government in local administrations.

Keywords: Open Government, Local Governments, Rurality,

1. Introduction

In the last two decades, the consolidation of democratic regimes in Latin America becoming representative democracies has been possible thanks to the important role led by the State and its institutions. Either due to how the latter incorporates demands from citizens through different governments and representatives, or civil society having more involvement in decision-making processes, or the way institutions adapt to the gaps left by instances of new participation . This versatility has shown itself through different reforms concerning the relation between State and society, which have been materialized in diverse "Modernization of the State" processes that seek, public resources optimization by efficiency and efficacy criteria, civility constitution, user's satisfaction, and the improvement in public services quality (Tohá & Solari, 1996).

Nevertheless, when it refers to civility constitution, user´s satisfaction and public services improvement, these processes are nowadays being marked by the irruption of new forms of communication, claims and demands towards Governments. These want the State to be responsible for their acts, to listen to demands for higher transparency levels, probity and citizen participation in public affairs, and claims for suppression of intermediaries between Governments and people. All of this

is in terms of erecting a healthier democracy. In fact, according to Villoria (2010), a democracy that seeks an Open Government, where society and its demands are fully listened to; representsthe requirements that a healthy democracy must have. In his words:

"It requires an open and transparent government, which is accountable and also has structurally a democratic society, that is, a society where associations and civil society organizations are democratic and where the administration itself opens means for participation and deliberation to the ones affected by their decisions" (Villoria, 2010, p. 3).

This is how Open Government (OG) is seen as an expression of State Modernization, reflected in a commitment that seeks to transform and modernize administrations. Either in its internal configuration or in the way in which the State relates to civil society and people, it generates greater participation and collaboration with the government and institutions, by also taking into account the needs and demands of the environment.

Open Government has gained significant strength in recent years, becoming a new paradigm within the public administration based on guiding principles; such as transparency, participation and collaboration, which look to the interaction between social actors (Hernández, Gobierno Abierto y Gobierno Local en América LatinaDe la Proximidad Administrativa a la Acción Colaborativa, 2014). According to Naser and Ramírez Alujas (2014), the governments of different countries have understood the importance of this new paradigm and have been expanding the boundaries of the improvement and performance of governments. This is how the Alliance for Open Government (AGA in Spanish) was born as a:

"Multilateral initiative whose efforts are aimed at fostering concrete commitments from governments to promote transparency, increase citizen participation in the debate and decision of public affairs, combat corruption and take advantage of new technologies to strengthen democratic governance and quality of public services" (Naser & Ramírez Alujas, 2014, p. 16).

The countries of Latin America and the Caribbean have not withdrawn from this alliance. Moreover, they have been strong drivers of different initiatives that seek in public integrity growth, to advance the improvement of public services and the effective use of resources, following route lines that have a duration of near to two years (Ramírez & Dassen, 2014; 2016).

However, Open Government initiatives have been prioritized in the central administrations of the countries. It is therefore important to investigate how the different initiatives of OG have been actualised , ata local level, that is, the ones actualised in sub-national levels of government that in this case will be the municipalities.

Despite the fact that at local levels people have direct contact with the State through the different public services these offer, local governments have not been considered by any initiative that arises from Action Plans I and II of the Chilean Central Government to promote Open Government policies. Since 2016 only, has there been a new focus regarding these subnational governments in the wake of the implementation of a Model of Open Government at a Subnational level, which seeks:

"…To develop a Model of Open Government in a Subnational Level, which allows the definition of local policies and the elaboration of action plans associated with its implementation. This model will be

developed collaboratively by the Transparency Council and the institutions that participate in the commitment, actively involving territorial civil society:" (Government of Chile, 2016, p. 74).

Regardless of what is stated above, the design of this model was developed and tested in five municipalities in the central area of the country. This area is known for being highly populated, which presents an important heterogeneity in small areas of territory. One of the many territories in the area is characterized by high rurality, so the operation of its municipal management and modernization is therefore useful to investigate.

A municipality where 28% of its population lives in rural sectors according to the National Institute of Statistics (2017), is the one in Calle Larga, in the countryside of Valparaíso Region, which in the last few decades has accomplished important improvements both in local development and in the modernization of local public management, becoming renowned in open government and transparency during 2013 (Los Andes Online, 2013).

Therefore, the present work seeks to make visible how the Open Government theme has been addressed in those rural territories, characterized by presenting high vulnerability levels, based on the detection of the main opportunities and threats that fulfill the formalities for a Local Open Government model in rural municipalities, from the experience of the Illustrious Municipality of Calle Larga.

2. Research Question

In sum, this research seeks to learn from the modernization experience of the municipality of Calle Larga. What are the key elements that a model of open government in a subnational level should have, taking the modernization experience of the Municipality of Calle Larga as an example?

3. Research Objectives

Overall objective
- To design a model of Open Government at a local level for the Illustrious Municipality of Calle Larga, identifying its main dimensions and key success factors, and observing how it serves as a parameter to other municipalities.

Specific objectives
- To describe the main characteristics of open government models at local levels in Latin America.
- To determine the main opportunities and threats when implementing a model of Local Open Government in a rural context.
- To suggest considerations and approaches to implement a model of Open Government at a local level based on the experience of Calle Larga.
- To formulate an Open Government model for the I. Municipality of Calle Larga that can be implemented in other similar municipalities.

4. Methodology

The central method of the current investigation will correspond to one of qualitative nature, since according to Flick (2004), its analysis is based on specific cases that have special particularities given the context under which they subscribe, from the "expressions and activities of people in their local contexts" (Flick, p. 27). The foregoing is consistent with what was raised by Devine (1997), who considers the qualitative method as the best way to obtain the "point of view of people who are inside or outside the political system (…) from those who work inside it" (Devine, 1997, p. 1).

Within the wide range of methodologies that qualitative research can provide, the case study method will be used since it allows the process of extending results to other possible experiences. According to Cazau (2006), It is a method that encompasses the understanding of a phenomenon as complete as possible, what he calls amplitude, but with which the reasons and circumstances that lead to know and explain the current situation of the case study are also known, that is to say, the depth of the method. Finally, one of the advantages that this method brings, is the opportunism described by the mentioned author, where it is possible to have the freedom of using various data collection techniques and thus obtain a significant amount of information being able to analyze both systematically and intuitively the information collected.

Forthe different data collection techniques that were used in the current investigation, there is an analysis of theoretical sources and study documents, which consists of a literature review in relation to the concept of Open Government and Local Open Government. In addition, this was complemented by the study of strategic documents of the Municipality of Calle Larga and a review of the local press.

However, the most significant technique of the present investigation was based on interviews with key participants and focus groups, as it is essential to have first-class information on the testimonies and verbal reports, both in collective and individual spaces of those who have been involved in processes related to implementation of Open Government in local administrations. Further to this , the development and job made for this purpose in the municipality of Calle Larga must be added.

The above is limited to the application of semi-structured interviews ofsix people from the Calle Larga municipality, counting the Mayor, Municipality Administrator, City Council Advisor, Municipality Secretary and the Director of Finance and Transparency Officer. The latter works daily from the Transparency Council in the city of Santiago de Chile. In addition, there were two respective focus groups with representatives of the Community Unions of Neighborhood Boards and Senior Adult Clubs of Calle Larga.

5. Theoretical and Conceptual Framework

From the nineties onwards, there has been a process in Latin America that some authors, like Navarro (2006) and Méndez (2000), call democratic consolidation, characterized by the implementation of economic systems based on laissez faire and political systems based on representative democracy. In this regard, the role of the different States has been crucial because the

countries of the region had to stabilize democratic regimes after several dictatorships, from a consolidation of their own institutions.

In spite of the different problems that arise in the region with particular cases in each country; in a general way in the field of Public Management; state reform policies were initiated by international organizations. The Inter-American Bank Development (IDB), the World Bank (WB), the United Nations Development Unit Program (UNDP) and the International Monetary Fund (IMF) were among them. According to Marcel (1998) cited by Ramírez (2003), it was concluded after two decades and a half of diverse changes, that market is the best allocator of economic resources and its free development results in prosperity for people. Thus, for the development to be integral, a specific "State of Excellence" is needed to reach transparency, probity, efficient use of resources, promotion of social opportunities and to be a State that guarantees competition and people´s rights.

Given the reform of the State in general, and more specifically of public management, this is a fundamental aspect to guarantee the economic and social development of a country. This action was considered as a key element to be promoted by the Chilean governments of the "Concertación" (1990-2010), especially in its programmatic foundations in the early 1990s, together with the UNDP Mission Report, who according to Ramírez (2004), detected problems such as: dysfunctions in the global coordination of public policies, problems in the internal functioning of the Ministries such as deficiencies in the field of human resources, absence of planning and management control mechanisms, and deficiencies in the decentralization process and citizen participation. Based on reforms aimed at improving the problems described, Toro (n.d) states that significant progress was made in control, efficiency and transparency components of Chilean public management, but was lacking in "greater political support and closer involvement of public services with citizens - users" (Ramirez Alujas, 2003, p. 45).

Over the years, one of the responses to the shortcomings expressed above pointed in the direction of collective construction for political work, in which positioning different ways in how the public function is understood, hoping that it always acts under the principles of probity and public interest.

This is how the emergence of new advances in applied sciences, through the implementation of information and communication technologies (ICT), the use of social networks by society, demands for greater transparency, accountability and participation, Open Government Concept appears, becoming a new paradigm, which seeks to consolidate the democratic regime under its sustaining principles ; transparency, participation and collaboration (Ramírez & Prieto, 2014).

5.1   Conceptual clarification of open government and specifically, at local levels

5.1.1 Open Government

For Calderón and Lorenzo (2010), the concept of Open Government, despite being recognized today as a new paradigm, has historically been inserted in the constitutions and laws of different western democracies in the search for social support and strengthening of the democracy. Nevertheless, it has taken on greater importance in recent years, given the technological progress and the possibility of implementing different initiatives. These authors define the Open Government as:

"The one who engages in a constant conversation with citizens in order to hear what they say and request, who makes decisions based on their needs and preferences, which facilitates the collaboration of citizens and officials in the development of the services they provide and that communicates everything he decides and does openly and transparently" (Calderón & Lorenzo, 2010, p. 12).

According to Manuel Villoria (2011), there are four ideas that finally come together in Open Government. On the one hand, 1) there is a welfare promoting government through the regulatory capacity it has, which doesn't promote coercive measures towards citizens, but rather facilitating the opening of relevant information, so that, civil society itself may develop programs and take better decisions about their well-being. The idea of 2) a transparent government that is accountable, emphasizing the regulation of the government to avoid and control arbitrary, corrupt and illegal behaviors, is also appreciated. There is also the idea of a 3) participatory government and civic promoter, which is best expressed in the idea of CLAD (2009) that ratifies participation as an enforceable right to public authorities, but also constitutes an expression of civic responsibility as members of a democratic community become part of these spaces. Finally, Villoria closes its four ideas with 4) an efficient, collaborative and knowledge-generating government, according to the idea that a correct implementation of initiatives to open information and transparency provide efficiency to governments.

In line with the ideas presented above, there are the principles of the Alliance for Open Government, where in addition to the aforementioned transparency, accountability and citizen participation, they consider technology and innovation to be one of their pillars of action, taking advantage of the new technologies to facilitate the management and relationship of citizens with the government (Ramíres & Dassen, 2016).

Given the importance of the points addressed above, civil society plays a fundamental role in both the requirement and the promotion of initiatives that encourage transparency, access to public information and people´s oversight. The conformation of a democracy where the center is placed in the citizens must show and ensure these policies comply with the requirements to foster a strengthened democracy, moving away from representative model to a more radical and deliberative democracy, where civil society should organize to satisfy their concerns and needs. Otherwise, valuable time will continue to be spent resorting to public institutions instead of accessing the different services they deliver through digital platforms, such as the transparency portals that are gradually and more widely implemented and consolidated in Latin America and the Caribbean (LA&C).

It is important not to confuse different components that are part of the Open Government as if they were synonymous with this concept in question. In this way, Cruz (2015) identifies three key clarification guidelines :

"On the one hand, open government is not the same as electronic government, since the latter would be related to the different technologies needed to implement open government policies, that is, electronic government would be one of the possible means to promote open government policies" (Cruz, 2015, pp. 3-4).

In addition, another important clarification of this author is that open government is more than electronic governance, which is related to the development or increase of public value by the public

administration reflected in improving efficiency levels and people's quality of life. In other words, Electronic governance integrates technologies without in-depth questioning the reasons for their inclusion is their emphasis is on improving the information and services delivered, without integrating the values and principles of Open Government (Cruz, 2015, pp. 4-6).

Finally, open government is not the same as open data, since if it were so; it would be merely the application of a specific transparency technology under certain parameters in the handling of information. The same way, open data should be understood as a shaping axis of information of public interest that governments generate and use, granting the possibility of use, analysis and transformation by people, under the premise of generating innovation and collaboration (Cruz, 2015, p. 6).

Therefore, Open Government will be defined as the way in which a government makes its structure and equipment available to the public, which includes both the provision of information through mechanisms of transparency and use of technologies, and appropriate formats for society to build and innovate in a cooperative and participatory manner, raising different initiatives that seek to respond to the demands of civil society. This way, democracy is strengthened and consolidated, state action itself is controlled, and the levels of efficiency of government management itself are improved.

5.1.2 Municipal Open Government

Since the practices and initiatives of open government can be carried out at different levels of government, from central to local administrations, the latter has the potential to "take advantage of proximity to deepen interaction". In other words, local governments have the opportunity and advantage of their proximity to citizens to promote open government initiatives, having spaces with greater impact on people's daily lives, the use of pre-existing communal networks in the territory, close collection of citizen information and greater capacity and legitimacy in the actions of its administration (Hernández, 2014, pp. 6-7).

The Open Government Subnational Declaration (2016) made in Paris, whose action takes place in the same period in the OGP Local Program (2019), today seeks to enhance the role that civil society should have in the development of these initiatives, so that there is a direct relationship between national strategies and local open government plans. It also highlights the importance of betting on decentralized and subnational governments (local or regional) taking into account a flexible structure so that public ecosystems of different characteristics can develop open government initiatives with support in the processes of preparation, implementation and evaluation of plans of action.

Among the tools highlighted by Hernández, Gandur and Najles (2014) in the Local Open Governments of Latin America, there is the open accessibility of data, which would correspond to the free access to public information, which is intended to have higher levels of transparency and greater accountability of the administration's functions. This would result in better efficiency and efficacy levels due to people´s evaluation, lack of incentive for corruption and support and promotion of social innovation, which would not be possible without a correct availability and access to public data, universally granted, and whose feasibility of being reused and redistributed is also granted

(Open Knowledge Foundation, 2012). Additionally; according to the National Observatory of Telecommunications and the Information Society (2010), the open accessibility of data energizes the economy as a result of innovation generated by third parties, increases the quality and integrity of the administration's data by having the possibility of being verified by citizens or organizations, and finally makes political leaders more linked and closer to citizen concerns and interests.

Other fundamental elements these authors indicate are related to the presence of institutional mechanisms that guarantee people´s participation from consultation spaces to decision making processes in a binding manner by citizens. These spaces should not only be expressed in physical mechanisms, but also the potential of IT to increase the reception of information. Not just suggestions and proposals, but also integrating content generated by people, such as photos and videos through active interaction via social networks, or open government portals. Thus, it is intended to focus on actions that meet the different needs of these persons through solution proposals to their demands, and a continuous control of government actions at a much lower cost by using free internet tools.

Collaboration is another key element to consider, since on the one hand, this is present between sectors from the public, private and civil society, as well as within the administration between employees, improving the service provided based on life experience. These interactions that seek to solve problems of a public nature with solutions or products generated from the collaboration, also provide answers to specific problems through open calls that allow "to coordinate creative and innovative actions that improve the quality of citizens lives" (Hernández, Gandur, & Najiles, 2014, p. 19).

Despite the willingness and leadership of the administration to generate the openness described above, it must go hand in hand with cultural changes. To change processes of the public administration itself, moving from hierarchical models to networked and sectoral work, being inclusive and heterogeneous, minimizing, where ever possible any hindrances to these members of society.

However, when there is no will of local governments to innovate or implement open government initiatives, giving excuses like "there is not legal mandate that governs these actions", the presence of legislation on the part of the States that propitiate minimum stages of open government in the municipalities is essential. That is to say, if there was no legislation to address or generate open government initiatives on a local level, it would be difficult to accommodate all the affected components and elements that should be considered as open government at the municipal level.

Therefore, talking about open government at the local level in conceptual terms implies the different policies, initiatives and structures that are generated from a municipality, characterized by :

- Proximity, where promoted policies have a greater impact on people, the use of pre-existing networks ease communication, information is located closer to people and the actions of the administration acquire greater legitimacy.
- Data Opening, where transparency is fostered through access to public information, third parties are attracted to innovate from the information released, accountability levels are improved, efficiency and effectiveness are improved, the economy is improved, the quality of the information delivered is improved and the municipality becomes more responsible for its actions to the political authorities.

- Participation, where the contribution of experiences, consultations and binding collective decisions are achieved through the opening of both physical and virtual spaces, such as social networks or portals of open government, allowing the monitoring of actions and commitments acquired by the municipalities and authorities by the citizens.

- Collaboration, which relates both to the interactions between the public, private and civil society spheres in solving public problems, and in improving the effectiveness and efficiency of the local administration based on the shared experiences of their workers.

- Cultural change, moving from having a hierarchical organizational structure to one of networking, teamwork, transparency and constant training, which will necessarily need leadership to lead municipalities to open government models.

- Legal framework, since no initiative will be crosscutting in the municipalities unless law establishes the basic mechanisms implied by an open government at the local level.

5.2   Comparative analysis

There are different experiences throughout the Latin American continent that account for the implementation of models of local open government. Among them, the most relevant cases are the Municipality of Palmares in Costa Rica and the Municipality of Miraflores in Peru. This is justified on the one hand, by the presence of laws that propitiated such initiatives, the consolidation of open government portals, and the integral incorporation of the principles of participation, transparency and collaboration, which promoted the democratic consolidation of the territories belonging to such municipalities. Subsequently, the current state of the Chilean local open government will be presented at the end to make a synthesis based on these concrete experiences.

5.2.1 The case of Costa Rica

Among the most successful cases in Latin America, the case of the Municipality of Palmares in Costa Rica, which despite being a small city of only 3600 inhabitants, is a regional reference for the implementation of its web platform : http://www.munipalmares.go.cr/

"A platform to inform, in a detailed way, the work of your government. Starting from a strategy led by the Costa Rican national government, the municipality has managed to build its own municipal open data page (datos.munipalmares.go.cr), where any citizen can access municipal information first hand, including finance and budgets, taxation of real estate, cadaster and population, construction permits and issuance of commercial patents according to the districts of the canton, among others. All information is freely available to be shared through social networks (Facebook, Twitter, Google+, InShare) and to be downloaded in CSV or XSL format, which allows working with them and integrating them into different databases " (Hernández, Gandur, & Najiles, 2014, pp. 21-22).

Among the highlighted characteristics of the platform, there is a detection of areas of greatest demand by the citizens of Palmares, which are reflected in the main boxes of "requirements and procedures ; consultations and payments and citizen participation". In addition, in channels for monitoring procedures and people reporting spaces (http://pormibarrio.cr/) for problems in the neighborhoods and its subsequent referral to corresponding municipal officials, and for updated information until it is solved.

Regarding transparency, in addition to generating a special platform for this section where it publishes the regulatory framework and information on the operation of the administration, the municipality presents results, reports and methodological designs from user surveys on services provided by the municipal agency. This belongs to a planning unit within the administration, being important: short, medium and long term plans, human development planning, maps of the area along with manuals of use and interpretation, the publication of minutes, main agreements and the transmission and registration of the municipal council sessions.

In relation to the opening of data, these have been developed beyond their formal availability. The information provided is also georeferenced when it corresponds to information that involves different points of the city, or presented by illustrations that graph in a simple way, the size, use and destination of the municipal budget, but always under open source to facilitate the collaboration of other people or entities that get to use or require such information.

In addition to what has been described, the municipality of Palmares maintains different administrative procedures, requests for appointments and consultations of municipal acts through its open government portal, maintaining a simple and friendly language with users, accompanied by constant assistance when using the website.

Moreover, the participation component has shown itself from the opening of spaces from a special platform made for the contribution of citizens in the formulation of both, the 2015-2025 Local Human Development Cantonal Plan, and the 2015-2020 Local Strategic Plan, for which a virtual window and a socialization plan were established via social networks for such initiatives.

5.2.2 The case of Peru

Another key example is the participatory budgets of the Municipality of Miraflores in Peru, which began to generate participation spaces based on the experience held in Porto Alegre Brazil, consisting of:

> *"An Open Call for representatives of civil society, public and/or private entities based in Miraflores and citizens in general who wish to participate after registering as a Participating Agent at the municipality. Each of them carries out a training on the functioning of the mechanism, as well as being part of the workshops to identify problems and prioritize results, so that proposals for municipal projects are consolidated. After an evaluation of their technical feasibility, both the projects to be carried out and the order of priority of their execution are selected, for which votes are taken among the participating agents (firstly) and then general votes among the population, which can be done electronically. The selected projects are formalized by the municipality and are included in the institutional budget for the following year" (Hernández, Gandur, & Najiles, 2014, p. 23).*

In addition to the participatory budgets; by 2015 the communal council agreed on the Municipal Charter of Open Government of Miraflores, that stated the main guidelines, principles and characteristics that open government initiatives from the municipality must be promoted.

In this way, the fundamental Open Government commitments to be promoted from the municipality of Miraflores are indicated, such as 1) access to information and open data via an Open Data

Portal where high-value information is published, also facilitating interoperability of information systems in different levels of government. 2) Citizen participation by expanding mechanisms and spaces for dialogue, active listening and greater collaboration between governments, civil society organizations and companies. 3) Public ethics via a strict code of conduct for civil servants and public servants to apply high standards of integrity and professional ethics. 4) e-government promoting access to new technologies for collaboration and innovation to facilitate the relationship of civil society with local government. 5) Accountability through constant public information on compliance with the letter and consultation spaces on its application and updating. 6) and the replicability to contribute to the development of open government in Peru (Municipal Charter of Open Government of Miraflores, 2015).

Finally, one of the key aspects of the Municipal Charter is related to open data, since the considerarions for the information to be considered open data are established here, that is, when open data from the municipality of Miraflores is made available, the information must be: complete, primary, periodic, accessible, actionable, no-discriminatory, with no ownership nor license.

5.2.3 The case of Chile

In the Chilean case, most of the initiatives that aim at open government have tended to develop from the central government given the high levels of centralism public administration of the country has. However, since 2008 one of these initiatives had repercussions on local governments, in wake of Law 20.285 on Transparency of Public Function and Access to Information of the State Administration, that is, the initiative had to be legislatively promoted for the access to information to be guaranteed in some Chilean public administration organizations. That is how with formal mechanisms for access (requests and mechanisms of active transparency), as well as an institutionality that has the power to sanction those public entities which do not comply with the law, as is the case of the Transparency Council, Chile made it.

Thus, in 2012, the same body responsible for guaranteeing the right to information led to the creation of a "Municipal Transparency Management Model (MTMM)" to improve the active transparency indixes of local governments. The immediate effects of this initiative were reflected in an increase from 37% to 68% for the 36 municipalities that are part of this pilot plan to 2013 (Transparency Council, 2014).

Among the main findings of this implementation model, are the following : the improvement in levels of transparency, the difficulty in applying transparency measures in municipalities with lack of resources, a decrease in response times to citizens considering initial costs of implementation of the law, lower administration costs, and greater valuation and knowledge of transparency as a citizen right (Transparency Council, 2015).

Complementing the Law on Transparency and Access to Public Information, there is a second law related to participation, recognizing it as a citizen's right. In this sense, Law 20.500 on Associations and Citizen Participation in Public Management was established based on provisions on the right to association and citizen participation and strengthening of civil society organizations. However, Hernández (2016) identifies that this law has a high degree of corporatism by giving priority to

civil society organizations over the intervention of the unorganized citizen. It presents up-down modeling rules. With the result that authorities and its political will are the ones who decide the mechanisms to implement. There are no penalties for not complying with the law and most of the mechanisms are only consultative since those that are binding have greater barriers for their implementation.

From the Institutional Index for the Municipal Open Government (IIGAM in Spanish) Chile (2016), the levels of application of these laws previously described in the Chilean municipalities show that there is an identifiable level of compliance with them throughout the country in the urban, rural or extreme areas, but lower compliance levels are concentrated in low-developed rural municipalities. In relation to the levels of compliance with transparency; access to information and participation, at municipal levels predominate the compliance with participation. This is basically explained because some mechanisms were already established in the Organic Law of Municipalities (1988) and it is evident that the political pacts that govern in each commune do not significantly affect it nor even if a municipality has a greater or lesser degree of compliance with levels of open government.

Therefore, to speak of Open Government at local level in empirical terms, it must be understood as the policies and initiatives that are applied and generated from the municipal level characterized by:

- Legal framework, in the sense that many open government policies are achieved through legislation that was promoted in the different States that had an impact on the subnational levels of government that would correspond to the municipalities where in some cases the Legal compliance with areas such as transparency brings sanctions towards the offending agencies.
- Open government portals, as key spaces for citizens to interact with the municipalities based on the information they release via open data or transparency, although with varying degrees or requirements in the way in which this information is delivered.
- Participation, materializing itself from the generation of spaces by the municipalities, whether virtual or physical, although with varying degrees of their application reflected in that in some cases these spaces are only consultative and for others they have a binding character.
- Electronic government, based on the use of information technologies and social networks to bring the different initiatives and spaces that are created from open government policies to the public.
- Political will, whether via leadership of certain municipal authorities/managers or under political agreements in local governments, their expression and commitment of will are key to the success of open government implementations at the municipal level.
- Availability of resources, because as well as the points indicated above, the existence of resources affects the level of compliance that open government policies may have.

5.3   Reflective synthesis

In summary, the existence of certain similarities and differences can be seen from what is presented as Open Government at either the conceptual level or the empirical level. This way, Table 1

highlights, the congruence in the consideration of the framework's legal components, participation, opening of data via open government portals and the political will necessary to carry out open government policies and initiatives in municipalities. However, the present divergences in relation to proximity, resources, cultural change and collaboration are striking, since they are elements that although they may be present at both conceptual and empirical levels, are not considered frequently or are perceived only from praxis.

Table 1: Congruence in Open Government components in an empirical and conceptual level (Source: author)

Component	Conceptual GA	Empirical GA
Transparency	X	X
Legal framework	X	X
Participation	X	X
Proximity	X	
Open Goverment Portals	X	X
Data Opening	X	X
Resources		X
Collaboration	X	X
Cultural change	X	
Political will	X	X

Therefore, Municipal Open Government will be understood as:

"The different policies and initiatives that are promoted from a local government based on its proximity to the community through legal provisions and political will of its authorities and administrations. The opening towards citizenship of mechanisms and spaces for participation, whether physical or virtual using information technologies and social networks. Transparency of information via open data of public utility, so that in a participatory and collaborative way different proposals seek to respond to the demands of civil society by strengthening and consolidating the democracy, controlling the state action and improving the efficiency levels of their own government administration" (Aguilar, 2018).

6. Findings and Implications

6.1. Background

The information collected from the interviews and focus groups had the aim and objective to bring together the key persons mentioned in the Methodology section presented in Figure 1: Spheres of GAM Analysis in Calle Larga and the components of the Table 1.

The most political view, that is to say where the decisions of the municipality are taken, is expressed in the political sphere, while the persons who must develop daily the practice of their work as part of the municipal management, is expressed in the sphere of municipal management. The foregoing was contrasted from an external look at the municipality, which corresponded to the sphere of the community (Calle Larga's residents) grouped in their respective Communal Unions, representing leaders of their respective neighborhood boards as well as in adult clubs, in order to obtain an intergenerational perspective among those who live in the commune. All of which will also be complemented from a perspective outside the territorial space but which has influence, specifically, the responsibility for developing the model of open government at the subnational level, the Transparency Council.

Figure 1: GAM Analysis Spheres in Calle Larga (source: author)
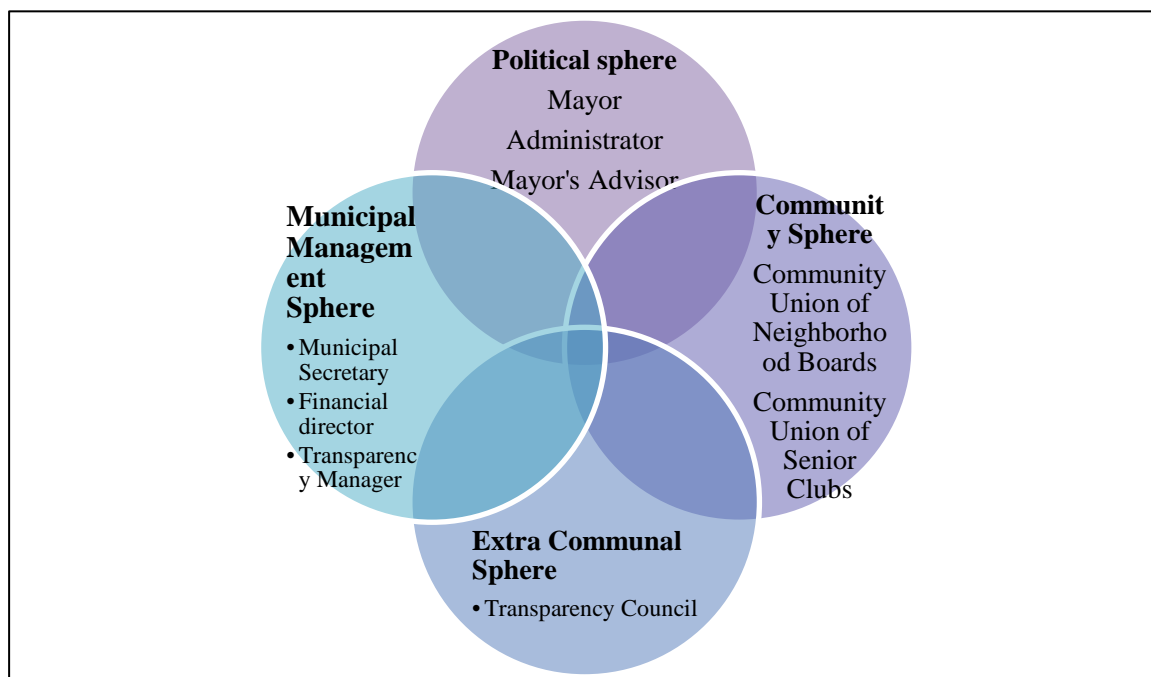
6.2. Data Analysis

6.2.1. Transparency

Interviewees agree on the need to transparent aspects that relate to management, for example the financial area, making municipality´s income and expenses more transparent. In addition, strategic

planning instruments such as the Community Development Plan, Community Regulatory Plan and strategic plans of health or education are highlighted , taking into account that this opening must be clear and simple to understand, so that the community can demand and make use of the right to information. There is also research into making attendance, positions and elected political authorities of the City Council more transparent.

6.2.2. Participation

From the interviewees it is agreed that from the local territory, participation has a greater influence on decision-making, gives greater legitimacy to the related actions and gives greater sustainability to the objectives set. However, it is also pointed out that it must have an adaptation by the institutions to recognize new forms of citizen participation beyond those established. This is how the idea of an exclusively dedicated official who designs and monitors a citizen participation policy emerges, so that in this way the contribution of any member of the community that is not organized or under the umbrella of a group can be taken into account. Despite the above, it should be considered that the digital participation spaces have not been arranged so, nowadays, these are a great development opportunity.

6.2.3. Collaboration

The interviewees state that collaboration is key to cope with the lack of resources that occur in a rural context. It is recognized that many of the collaborative actions that occur are to face emergencies of the population. Although the interviewees acknowledge that there are no constant spaces for participation, in practice and in the event of contingency, there is collaboration between civil society and the municipality, which reflects in benefits for the community that could not be achieved if one does not work collaboratively.

6.2.4. Proximity

Given the rural context in which the research takes place, the territorial extension of Calle Larga creates the challenge for its municipal administration to integrate the population that lives in those most isolated sectors. Successful integration is how the leadership of its authorities, the generation of a sense of belonging and identity of citizens with the commune and the communication between the administration and civil society under a clear and simple language, will make public institutions closer to the public and face difficulties expressed by the interviewees. The same can be said with the readiness   of the neighbors to face problems in which the municipality does not have competencies or does not have sufficient economic resources.

6.2.5. Legal framework

There is consensus among the interviewees that for the implementation of new laws, the commitment of the authority, of public officials and the support of external institutions such as the Council for Transparency are key in addressing socio-economic gaps that limit the full compliance of these laws. The above is realised through training, meetings and regulations that can be issued

for law enforcement, as well as the willingness to co-design initiatives that can be extrapolated to other municipalities with different realities.

However, the interviewees mention the difficulties of not enhancing the figure of the Civil Society Council. Meaning that there is an absence of an institutional unit that is responsible for the personnel growth and for dealing with thebreadth of questions or requests that seek to hinder municipal management when the access to public information systems operate. It also meansthe low understanding of compliance assessment methodologies of the transparency law.

6.2.6. Open Goverment Portals

The interviewees recognize that Open Government portals encourage interaction with citizens and show the good or bad of the municipal administration. However, a difficulty is noticed when responding to requests for information about events that happened decades ago or that are not digitized. Also, it is difficult for citizens to find information through the portals of active transparency because of not understanding the technalities of the administration. In spite of the above, there is a great appreciation of using the platform provided by the Transparency Council in the process of requesting information as was the same withthe availability of information through active transparency.

6.2.7. Data Opening

For those interviewed, the data that is released must be clear, simple, friendly, concise, precise and truthful, while access must be precise, easy and understandable. Given other experiences of similar rural characteristics, it is possible to release information of citizen interest with ahigh standard of applicability . . This means that free access to public information, in addition to having higher levels of transparency and accountability of municipal work, boosts the local economy based on the possibility of input by third parties, and opens the option for politicians to be more responsible and more linked to citizens concerns and interests.

6.2.8. Cultural change

The interviewees agree on the significant resistance that public institutions have when implementing changes, practices or technologies. Among them is the uneven adaptation inside municipal departments, the belief that implementing these actions will be , a greater workload or that difficulties will arise when prioritizing actions to be implemented; given the immediate urgencies and shortcomings of the population.

However, the interviewees state that in order to achieve changes in the organization, the role of authorities and headquarters is key. Also the possibility of knowing good practices of other municipalities and having the option to replicate them. But overall, to have training and capacitation spaces covered under the correspondent regulations. This will mean greater transparency and participation levels of the entire public ecosystem,greater involvement in the processes of the environment will occur and the motivation of the citizens would be modified by having more information with which to act.

6.2.9. Resources

There are limitations in terms of resources and of budget available to the municipality for the development and promotion of Open Government, especially technological ones that are currently available thanks to the support of the Transparency Council. Among those interviewed there is a disparate recognition of the "exclusive" dedication officer in matters of transparency, since it also fulfills other administrative functions. The above is explained by the interviewees given the important economic dependence that the municipality has on the Municipal Common Fund and financing from projects that depend largely on the professional capacity of certain officials.

6.2.10. Political will

The interviewees agree that with the case of Calle Larga, certain internal barriers in the Municipality must be overcome, such as the organizational culture, the capacity to respond to certain demands, and the costs and times of implementation of new initiatives. However, it is recognized that the will on the part of the authorities will be key to face these difficulties, which is consistent with the part of the authorities and the interviews withthem. Since the latter express a willingness to adapt to the current demands and problems of the population, even reaching to those more specific sectors of the territory, they understand that an Open Government policy in rural sectors encourages community development and improves connectivity through new and better communication channels.

6.3. Synthesis of findings and implications

6.3.1. Political Sphere

6.3.1.1. Opportunities

The most prominent elements this sphere presents as an opportunity is the option of making more transparent the decision-making process of the communal council, which implies publishing; attendance, positions and authority´s voting as a measure of democratic control..

It would also be helpful to recognize that there are new forms of participation outside the formal umbrellaof institutions which administration must adapt itself to include, but always with interlocutors with certain grades of responsibility.

There is a constant willingness of the local administration to cooperate in different community affairs, where leaderships play a fundamental role in recognizing them. In fact, promoting these initiatives tend to boost relations in sectors where there is low rapport in the community.

In addition, implementing the Law of transparency has brought experience and assessment of the current transparency portal, which can lead to the existence and creation of new spaces and initiatives that encourage participation as long as these are recognized as attainable goals.

6.3.1.2.   Barriers and / or Difficulties

Political patronage rooted in the organizational culture and country´s politics is weaker in rural areas, due to not having spaces or constant initiatives of cooperation andpoor implementation of participation instances such as the current Civil Society Council (COSOC in Spanish) that shows certain barriers that the municipality must cope with daily.

Since open government also implies changing the power structures that grow in a territory, this could be an important area of resistance on the part of the authorities, especially those that seek to be re-elected by controlling certain sectors of the population. Therefore, the political will of the highest authorities will be crucial in the promotion of a local open government.

6.3.2. Municipal Management Sphere

6.3.2.1.   Opportunities

The option of a transparent budget and of planning instruments as well as the roles and responsibilities of the municipal workers towards community are made clear.

A need of policy that goes beyond the correct use of the Participation Law in public management is observed . Along with an official´s commitment inthe moment of implementing new disposals.

It is also understood that the municipal management itself can adopt forms of social relations and adapt its existing channels to interact with the community, in order to be closer and be able to respond to the needs or proposals that may arise from organized groups and those who act in an individual way.

Finally, it is recognised that users of different municipal programs and initiatives have influenced an improvement on these based on their participation and the feedback given.

6.3.2.2.   Barriers and / or Difficulties

Given the characteristics of the municipality, budgetary needs will always be one of the greatest difficulties when implementing new management initiatives. Here the shortcomings related to personnel, either the time devoted to open government issues or their level of competence, as well as technological needs to develop proper management are exposed.

Within the transparency process, there is a constant threat of not meeting the expectations of the citizens when responding to a request andfurther problems around the fact that the entire process may not always be managed through the same platform that the municipality has for that purpose.

There is also the fact that isolated Open Government initiatives are being implemented alongside the belief that simply releasing information or incorporating technologies it is fully complying with all the principles that imply an open government at the local level.

Finally, there is an appreciation that there is unbalanced adaptability to change among different departments of the municipality; either by the differences between the services they give or by the way these have been organized and developed in the last decade.

6.3.3. Community Sphere

6.3.3.1. Opportunities

From the moment the community organizes and participates in different activities arranged and recognized by the Municipality, it is the same community that values these spaces, respects them and looks to keep them, which becomes beneficial for the Mayor´s Office as well.

There is a constant willingness to cooperate in the events the community has required, like in the facilitation of spaces, but most importantly, to overcome the economic needs, of the population with high levels of vulnerability.

Finally, the important changes and development that the commune has experienced during the last years has made the community generate an identity, and at the same time, a pride of being neighbors of the commune of Calle Larga. Therefore, a more participatory community with greater information is a more empowered community or civil society, capable of demanding but also proposing changes that improve people´s quality of life.

6.3.3.2. Barriers and / or difficulties

Among the biggest difficulties found by the communityis the socioeconomic gap, which turns into a digital and knowledge divide in the praxis, for example, ignorance about the transparency law by the population. Therefore, there is no citizen concern that guarantees the right to access public information.

There are also geographical limitations in a rural community, such as the large territorial extension the community has, which leads to lacking a means of communication to reach all corners of the territory.

Municipal labor is sometimes difficult to understand by neighbors, especially when it works and disseminates work under the same nomenclature or technicalities that are typical of public administration.

Low participation. Either due to disaffection of politics by people or ignorance about the importance of this, (results show). It is difficult to obtain participation in this field due to a preference for functional positions or groups, even giving preference to corporatism.

Finally, the low associativity between formal organizations (beyond communal unions) greatly marks the organization of civil society in the commune. It recurs that in various spaces the same leaders are filling positions.

6.3.4. Extra Communal Sphere

6.3.4.1.   Opportunities

In the field of the supervisory institution;the Transparency Council, this acts proactively when there are gaps between different municipalities of the country, based on the monitoring and training they provide.

Experience in other locations in the country show that when willing, it is possible to achieve high quality data release processes for later replication .

Finally, the implementation of Transparency 3.0, promoted by the supervisory body, is presented as the opportunity for the release of public information to meet optimal replication standards.

6.3.4.2.   Barriers and / or Disadvantages

As for the barriers presented by the supervisory body, they are found in the same transparency portal cataloged as an "archaic structure" of publishing information, despite the fact they meet all the requirements of the law. This finding is referred by the local administration.

6.4.   Synthesis

To conclude this section, it is useful to highlight that the different opportunities chosen correspond to possible initiatives of promotion in the future by the municipality. While barriers should be seen as spaces for improvement with immediate and direct effects.

Finally, the coordination of initiatives in a model process that includes change management and political commitment will be decisive when implementing a model of open government at a local level. This is in order to cope with budgetary deficiencies typical in rural contexts, which as investigated, should follow the recommendations and suggestions that will be presented in the next section.

7. Conclusions, limitations and projections

The actualisation of Open Government at a subnational level, which in the case of the current investigation corresponds to the Chilean municipalities, is an opportunity to face widespread distrust towards the institutions that citizens have had; either due to the disconnection of the authorities or the different cases of corruption. This issue is particularly relevant if the sustained decline in the country's position, related to corruption according to international indexes, (Chile Transparente, 2018) is considered.

Some improvements following the principles of Open Government possible to achieve are; Strengthening democracy, managing the destiny of public resources efficiently, regaining the trust of citizens and relying on a management model that breaks classic structure; integrating collaboration and innovation at different levels.

Despite recognizing the sustaining principles of Open Government - transparency, participation and collaboration -, to achieve a definition that integrates the local perspective, that is, the Local Open Government, this essay develops a theoretical and empirical perspective for the construction of a proposed outcome, integrating key-elements into the equation when the objective is to outline a more refined Open Government for municipalities.

In this way, it was defined that an Open Government at local or municipal level will be composed of the elements: transparency, participation, collaboration, proximity, legal framework, open government portals, data opening, cultural change, resources and political will.

After the conceptual work, the main opportunities and barriers for the implementation of an open government model for the municipality under study were announced.

 The opportunities are summarized primarily in the will to make the decision making process of the municipal council transparent. Secondly thewillingness to cooperate on the part of the authority as well as the community. Thirdly, in the valorization and good expectations of the current transparency portal which enhance its use. Also in the official commitment when new provisions are implemented and the confidence on the part of the community to solve his different problems if there were more information and participation and finally, the monitoring and training of institutions like the Transparency Council provided to municipalities.

The barriers,are summarized in: ruined implementation of the Civil Society Councils (COSOCs); absence of institutional spaces for cooperation; patronage; resistance to change power structures; lack of resources and personnel; disaggregated support of initiatives; unbalanced adaptability of departments; socio-economic gaps; digital divide; large territorial extension; difficulty understanding the administration language and low associativity among civil society organizations in the commune.

However, the current investigation has certain limitations. The duration of the investigative period means that certain opportunities that were envisioned in a future period and pilot models were already implemented, such as the subnational Open Government model in certain municipalities of Chile, like those in the municipalities of Cerro Navia, Peñalolén, Recoleta, Santo Domingo, Talagante and Vitacura.

Another foundd limitation has to do with the conceptual usage of what is understood by Open Government, due to a considerable difference between what OG is to the Tranparency Council, and it's meaning to the people interviewed in Calle Larga. Owing to the fact that the latter had only notions of what transperency, participation and the corresponding legislation were, the concept of Open Government was barely internalized, which meant in order to attain a better understanding of the interviews, it was neccesary to make a brief explanation of what Open Government is.

A final limitation corresponds to the restricted sample that may have been the persons representing the community of Calle Larga, embodied by their neighborhood boards and senior adult clusters. Since the vision of other organizations representing civil society could have been underestimated, perhaps some elements may not be obtained in the current investigation.

However, in Chile, despite the existence of some studies that addressed the issue of OG in sub-national government realities, such as those in provinces or municipalities, it has not been possible to integrate the contextual perspective which implies the porgress of these subjects in municipalities whose territories were marked by rurality, such as those seen in Calle Larga. This variable may determine how an administration relates with his respective community and the resources it has to make use of for certain initiatives.

As it was mentioned at the begining of this section, the implementation of Local Open Government measures are aimed at improving democracy, a better and controlled expenditure of public resorces, and a willingness to recover citizen´s trust. Nevertheless, these kind of measures are useful to reach the development action field present in the local territory under the corresponding Municipality's jurisdiction too. The opportunities this new model or paradigm show for the Government-Society relationship understanding are numerous, in areas like culture, health, education, hygiene and sanitation, among other typical services of local administrations, in order to foster innovation and good practices across different municipalities.

 Elements that should be taken into account in future research, include the importance of seeing the evolution of the implementation of initiatives related to Open Government and to catch a glimpse of the strategies or actions municipalities have carried out with success, especially in those municipalities with low resources or sectors with different population densities.

It would also be relevant to study the evolution of Local Open Government, integrating different perspectives, whether from a citizen's perspective considering, for example, the knowledge gap that still exists about laws such as the Transparency and Access to Public Information, to the institutionality of the Transparency Council. Or how the relation between future Action Plans and initiatives promoted by Chile are developed within the framework of the Alliance for Open Government, from the central to local administrations or vice versa.

Finally, still regarding future reasearch, it would be relevant to quantify the effects related to the challenges that arise within this last section as long as Open Government policies were implemented. This way, it could be possible to collect empirical evidence that supports the continuity and deepening of OG at different levels of government.

8. Recommendations and Local Open Government model for Calle Larga

As for recommendations for the forenamed and studied Municipality, in order to implement a model of Local Open Government, a set of measures that could be implemented by the Municipality of Calle Larga will be presented below, considering the research's findings.

Thereby, four areas of measures are presented, represented in Figure 2 "Model of Local Open Government for Calle Larga", composed of a cross-sectional component and three other axes that respond to the principles of Open Government. However, it is recommended that when the local administration of Calle Larga decides to implement the following proposals, it must take into account all the dimensions and elements that make up the current investigation, among which are open municipal government accompanied by innovative elements and integration of technologies.

Figure 2 "Model of Local Open Government for Calle Larga"
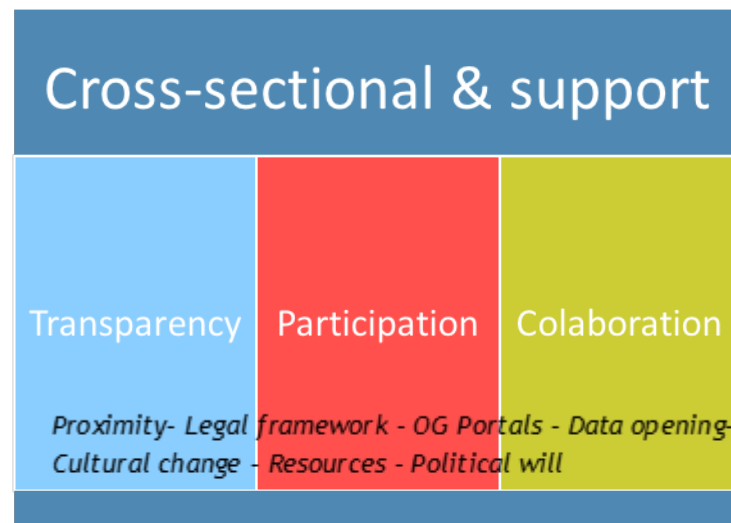
Source: author

8.1 Cross-sectional & support component

This axis aims to give stability and continuity in time to the rest of the measures that are implemented in the municipality, since these will tend to overcome the main barriers detected that could hinder the effective incorporation of the open government principles in Calle Larga's Municipality.

- Personnel management policy: given that municipal workers have a key role in the implementation of this model, it is vitally important that the municipality has a department or office of people management, since it will be the body in charge to ensure the correct worker's interaction within the institution. Also, it will be responsible for ensuring a correct process of change management and must ensure the existence of at least one dedicated official who leads the process of design, implementation and monitoring of the Municipality´s open government model.

- Strategy: it should be taken into account that the application of different measures cannot be isolated or divided, rather it should be understood as a whole. For this reason, the municipality must have a short, medium and long term strategy for a correct implementation of the model, as well as a diagnosis that constitutes a baseline to be able to measure the degrees of progress of it.

- Resources: the need to obtain resources and sum more constantly and permanently is essential to give viability to the Open Government Model. Therefore, efforts must be put on the search for collaboration agreements with both public institutions (Transparency Council, Regional Government, Universities, among others) as well as private companies or non-governmental organizations that develop or are interested in this subject.

- Clear language: all municipal workers must be trained, so that in their daily interactions during work in the municipality, their communication with people may flow in a solid way generating public value and a better administration, closer to the citizens.

- Citizen awareness: with a similar idea to the previous point, to address the important digital gaps and lack of control mechanisms people from Calle Larga have over public administration, That a campaign of awareness and digital literacy should be implemented to help reducing the lacks detected, for example those referring to the use of laws and instruments and information technology.
- Provincial table pro-Open Government: given that Calle Larga is part of the province of Los Andes and there is an existing and constant interrelation with other communes, especially the biggest one - Los Andes-, the promotion of a provincial table pro-Open government that integrates besides public institutions, representatives of civil society, educational institutions and companies, would be a propitious space for the proposed model and to expand beyond the communal boundaries of Calle Larga.
- Connectivity: since one of the demands on the part of the community was that the media reach all corners of the commune, it is important to ensure both physical and digital connectivity throughout the territory of Calle Larga.

8.2 Participation axis:

This axis aims to present the main spaces and instances that should be enhanced in order to ensure that citizen participation really has an impact on municipal management and integrates its different needs and demands.

- Space for citizen demands: it is imperative that the formalization of spaces contemplated and supported by the participation law, which until now has been one of the shortcomings of the current municipal administration. Nevertheless, it is important that the different departments also integrate participation spaces to collect in a better way, either through digital platforms (such as orderly integrating a system via social networks) or physical spaces, the demands of the population, making it so that it is not necessary to belong to any organization to influence local public management. This way, the detected corporatism would be reduced.
- Participatory budgets: with the idea that citizens can define the destiny of public resources that will be executed in the commune. Beyond the competitive funds that are currently promoted, it must generate instances where citizens may achieve real impact on the final destination of these resources.
- Participatory public accounts: given that, generally, public accounts have been understood or presented vertically from the authority to the citizens, the idea is that the guideline of this new proposal could be settled all together; people and officials, towards the community. This way, the administration can put a focus on what is more attractive and important for the neighbours, detect defaults and enhance those aspects that perhaps were not public knowledge but that are important to highlight.

8.4 Transparency axis

The objective of this axis is to make available the information of public utility emanated from the municipality management towards community and general public, information of the management

of the municipality that is of public utility. This, is expected to be used and understood efficiently by the community.

- Transparency 3.0: it will be one of the goals implemented during 2018 in the municipality thanks to the support of the Transparency Council, where the information published in "active transparency "will be released in an open and reusable format. In other words, who wants to access the information, may obtain it in CSV, XLS or JSON formats, for later reuse.

- Key Information: it is relevant for the information already transparent voluntarily by the Municipality to become of public utility. Thus, it may be identifiable easily;what are the most demanded areas and aspects by public when requesting or accessing the information via transparency, which should be published with an open format for later reuse.

- Budget transparency and municipal management instruments: the budget and strategic instruments were the key elements recognized by both authorities and the community of Calle Larga to be transparent. Thus, a strategy must be developed to publish and visualize this information from the Open Government platform, transparency or municipality's website.

8.4 Collaboration axis

The objective of this axis is that beyond integrating different perspectives in the construction of future initiatives or collecting demands and interests of citizens, it is to count on the work and continuous disposition of different persons from both the municipality and civil society, in order to work on the creation of a greater union instead of the different parties developing initiatives in isolation.

- Collaboration between municipal departments: given that many initiatives or programs that the municipality encourages or executes are interrelated with tasks and functions of the different departments, it is important to generate instances and training in the use of technologies that facilitate cooperation between different local offices and thus achieve better results and efficiency levels.

- Co-production of the Community Development Plan (PLADECO in Spanish) or municipal policies: the absence of an updated PLADECO opens the opportunity for its future construction to be based on the principles of Open Government as well as for future municipal policies. For this reason, it is recommended that the construction of this strategic planning instrument not be outsourced, but rather it be led by the current administration as one of the important axes to be executed in the remaining two years of the exercise.

- Development of a municipal cowork: in order to establish a collaborative space for the community, the creation of a cowork or space where different initiatives, ventures or organizations have the necessary implements and infrastructure to accomplish their objectives. This will generate the instances of co-work that are currently isolated and generally respond to the circumstances. Moreover, it may integrate more ventures in the area and promote local development of the commune.

- Development of municipal application (app): despite the low population density of the commune and a digital divide in the use of technologies across the locality, the mass presence of Smartphones among people creates the key opportunity to foster interaction between the

public institution and the residents of Calle Larga through the correct detection of needs, procedures and information citizens demand from the municipality.

Finally, it is worth mentioning that it is not enough to say that a municipality is open. It is imperative that citizens and organized civil society plus officials and municipal workers recognize and make use of the different provisions and acts of the municipality. The construction, implementation and joint evaluation of the suggested proposals will be viable only if there is a will to change the current power structures, in order to reach the ultimate goal of regaining citizenship confidence, strenghthening democracy and improving Public Management of the country´s institutions.

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