EGD | ESCOLA DE
Governança
de Dados

DATA GOVERNANCE SCHOOL (EGD)

Report on the first edition of EGD

ABOUT DATA PRIVACY BRASIL

Data Privacy Brasil is an organization that was born from the union between a school and a civil association to promote a culture of data protection and digital rights in Brazil and around the world.

Founded in 2018, Data Privacy Brasil Ensino emerged as a space to disseminate and innovate knowledge about privacy and data protection in the country. With content adapted to a more practical language, with exercises and case studies, this is a school for all those who are interested and want to delve deeper into the rich themes of privacy, data protection and new technologies.

The Data Privacy Brasil Research Association is a non-profit, non-partisan civil society organization that promotes the protection of personal data and other fundamental rights from a perspective of social justice and power asymmetries.

As of 2023, the two institutions will join forces to form a single organization, maintaining the same principles and activities. With the support of a multidisciplinary team, we provide training, events, certifications, consultancy, multimedia content, public interest research and civic audits to promote rights in a data-driven society marked by asymmetries and injustices. Through education, awareness raising and mobilization of society, we aim for a democratic society where technologies are at the service of people's autonomy and dignity

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EXECUTIVE SUMMARY

The first edition of the Data Governance School (EGD), held by Data Privacy Brasil in partnership with CEDIS-IDP between November 10 and 14, 2025, marked a strategic shift: moving from an agenda centered on data protection to a broader approach guided by the notion of a Just Information Ecosystem.

Building on the foundations of the Brazillian General Data Protection Law (LGPD), historically associated with privacy protection, transparency and data subjects' control over their personal data, the report shows how the expansion of the LGPD into multiple domains (labor, health, public sector, pharmaceutical sector, AI, access to information, among others) revealed the need to integrate issues that are often treated in a fragmented way within the field of digital rights. Regulation of artificial intelligence, the use of digital public goods, public digital infrastructures, protection of children and adolescents, and freedom of expression on platforms are, in many cases, treated as independent and insulated dimensions.

It is in this context that the notion of a Just Information Ecosystem appears as the conceptual backbone of the EGD. Rather than seeing data protection merely as a set of individual rights and organizational obligations, the report begins by situating the field of digital rights within a broader agenda that involves power relations between platforms, governments and citizens; the mitigation of collective harms (mass surveillance, algorithmic discrimination, persuasive design); the preservation of digital public goods and public digital infrastructures; and consideration of the material and environmental impacts of technologies. Data protection is thus repositioned as one component of a larger sociotechnical arrangement, in dialogue with democracy, social justice, sustainability and public participation.

Data governance is presented as the methodological and practical response to this new horizon. More than a set of techniques, data governance is framed as a way to articulate regulatory and technological discussions involving information security, personal data protection, public transparency, public administration and public-private partnerships, in order to design, implement and oversee technological systems. The EGD was specifically designed to train a body of professionals and researchers capable of aligning technological development, public policy and fundamental rights, treating technologies and policies as complementary elements.

In this sense, the composition of the cohort was a central pillar of the pedagogical project. The selection process was designed to go beyond formal résumés, valuing critical maturity, diverse trajectories and a commitment to the public interest. There was a deliberate effort to ensure diversity in terms of gender, race, class, territory and professional experience, combined with a scholarship call aimed at broadening access for historically underrepresented voices.

The result was a truly multisectoral and interdisciplinary cohort, bringing together professionals from the federal public sector (MGI, SGD, SUS, MEC, ANPD, DATAPREV, SERPRO, MDHC, MCTI, INEP, among others), oversight and justice bodies (CGDF, Public Defenders' Offices, Public Prosecutors' Offices, SUSEP), the private sector (such as Jusbrasil, Conexis Brasil Digital, Bravonix, Grupo Cantanhede), civil society organizations (Fogo Cruzado, Fiquem Sabendo) and academia/research (UFRJ, UFPB, Fiocruz, IDP, among others). Many participants

worked directly with digital transformation policies, public health, education, social policies, human rights, data infrastructure and interoperability, which ensured strong alignment between the course content and the concrete challenges they face in their daily work. The course structure combined lectures, case studies and practical activities over five days.

On **Day 1,** the focus was on the fundamentals of personal data protection and the case of the digital transformation of SUS.

Day 2 addressed fraud prevention and Public Digital Infrastructure (IPD), discussing authentication, information security, sociotechnical risks and the distinction between digital public goods and public digital infrastructures.

On **Day 3**, participants explored the foundations of artificial intelligence through the lens of algorithmic institutionalism, algorithmic power and opacity, algorithmic fairness and bias mitigation, through hands-on activities with data and simulations.

Day 4 dealt directly with data governance and the case study of the Rural Environmental Registry (CAR), articulating data protection, transparency, IPD and accountability.

Day 5 introduced the methodology of Citizen Data Generation and projects such as Retratos das Enchentes, Painel COVID-19 nas Favelas, InfoAmazonia and Cocozap, and, in the afternoon, the Final Activity based on the Integrated National Policy for Early Childhood (PNIPI), in which groups designed policies, regulated data sharing and responded to crisis scenarios for each axis of the policy.

From a pedagogical perspective, the final activity worked as a practical synthesis of the EGD's proposal: it required groups to integrate data protection, IPD, AI, risk assessment and data governance into concrete decisions on institutional design, legal bases, safeguards, transparency, social participation and crisis response, bringing the content closer to the real dilemmas of digital public policies, especially in the field of early childhood.

Feedback from participants showed a high level of satisfaction with the School. The course achieved an NPS of 96.3. Testimonials highlighted the excellence of the faculty, conceptual depth, quality of curation and the interdisciplinary environment as key strengths. There were also critical remarks, particularly regarding time management for interventions and the need for greater control over participation in some sessions, which provide important input for improving future editions.

In summary, the report concludes that the first EGD met its goal of building a network of professionals and researchers capable of operating in a complex digital ecosystem, steering technological development according to parameters of justice, transparency, social participation and rights protection. More than a one-off event, the School is presented as the beginning of an ongoing project: using data governance as a tool to strengthen a more just, democratic and sustainable information ecosystem in Brazil, based on the lessons learned, the networks created and the gaps that still need to be addressed in potential future editions.

1. FROM DATA PROTECTION TO DATA GOVERNANCE

Pedro Henrique Santos

For a long time, a recurring slogan in Data Privacy Brasil's courses and materials revolved around promoting a culture of data protection, one reflected both in raising citizens' awareness of their rights as data subjects and in implementing data-protection guidelines so organizations could process data responsibly and innovatively.

This agenda stems from the promises of the Brazilian General Data Protection Law (LGPD), such as ensuring individuals' control over access to their personal data, defending privacy, and guaranteeing transparency and access to information about how anyone's data is processed.

However, the LGPD's broad scope already indicated multiple paths for regulation and structuring rights. The law contains chapters and provisions regulating the processing of children's and adolescents' data, risk analysis and Data Protection Impact Reports (DPIAs or RIPDs), information security measures, and even the use of personal data in automated decisions, such as the right to request a review of such decisions.

Over time, the LGPD's application expanded to include new areas. These areas include labor relations, marketing and advertising, access to information, generative artificial intelligence, data processing in the public sector, and the pharmaceutical sector.

This development led to new research and training initiatives within Data Privacy Brasil. Yet even with the growing relevance of data protection, important issues remain in the field of digital rights. Examples include artificial intelligence regulation, the development and use of digital public goods and digital public infrastructures, the protection of children and adolescents, and freedom of expression on social networks. All these topics require an integrated approach.

Digital rights as a field often becomes segmented into isolated issues. Therefore, it is necessary to think beyond individual rights and adopt a holistic and ecological perspective that begins with the idea of a Fair Information Ecosystem[1].

But what does this mean? When we think about data protection through the lens of a Fair Information Ecosystem, we see that laws such as the LGPD, although essential, are only one component of a much broader sociotechnical arrangement. If the culture of data protection sought to strengthen individuals and organizations in the face of risks associated with personal data use, the notion of a fair ecosystem requires us to also consider the structures of power, economic dynamics, environmental impacts, and social inequalities that shape the contemporary digital environment.

1 BIONI, Bruno; RIELLI, Mariana; ZANATTA, Rafael. Beyond Digital Rights: Towards a Fair Information Ecosystem? Tech Policy Press, 28 fev. 2025.

In this sense, data protection ceases to be merely a set of individual rights and organizational obligations and becomes part of a deeper agenda that involves:

- the equitable distribution of power among platforms, governments, and citizens;
- the mitigation of collective harms such as large-scale surveillance, algorithmic discrimination, and informational manipulation;
- the preservation of digital commons and digital public infrastructures that expand rights rather than restrict them;
- the incorporation of the environmental and material impacts of technologies, recognizing that information depends on energy, water, minerals, and human labor.

A fair information ecosystem also shifts the debate from an exclusively individual focus to a community-centered and collective dimension. Traditional models based solely on informational self-determination are no longer sufficient in a world where automated decisions, recommendation systems, and behavioral surveillance practices produce broad social effects that are often imperceptible at the individual level. This transformation demands new forms of collective deliberation on data, in which communities participate in defining legitimate uses, in governing their own data, and in determining how the benefits derived from data should be distributed.

Thus, when we speak of a Fair Information Ecosystem, we are advocating for a paradigm that integrates individual rights, collective guarantees, democracy, environmental sustainability, economic equity, and public participation. It is a vision that allows us to overcome the typical fragmentation of the digital rights field and reposition data protection as part of a broader agenda to strengthen democratic societies, reduce inequalities, and guide technological development toward socially legitimate purposes.

This new horizon requires educational institutions, civil society organizations, governments, and companies to work in a coordinated manner, producing knowledge, policies, and practices capable of responding to the systemic challenges of an era mediated by data and artificial intelligence.

For Data Privacy Brasil, this shift represents not only a thematic expansion but also a methodological evolution, one that aims to train professionals and researchers capable of understanding and intervening in the full set of relations that shape contemporary digital life.

Why Data Governance?

In light of the methodological shift brought about by the notion of a Fair Information Ecosystem, Data Governance emerges as a way of acting within this landscape by bridging technical and regulatory discussions, as well as different fields of knowledge such as information security, personal data protection, public transparency, public administration, and public–private partnerships in the development and collaboration of technological systems that will operationalize these initiatives.

Through Data Governance, technologies and policies are no longer seen as opposing forces. Instead, they become integrated pathways and solutions for building a fair informational archi-

tecture. Rather than thinking only about how to regulate or exclusively how to innovate, data governance allows us to think about technologies through the lens of real and current social needs and problems.

More than a technical practice, data governance enables the alignment of technological development, public policy, and fundamental rights. It connects personal data protection, digital public infrastructures, and artificial intelligence. This is precisely what we sought to develop in the first edition of the School of Data Governance.

2. THE 1ST EDITION OF THE DATA GOVERNANCE SCHOOL

The composition and selection of the cohort

The 1st Edition of the Data Governance School

The formation of the first cohort of the Data Governance School (EGD) was conceived as one of the central elements of its pedagogical design. Unlike the live online courses offered by Data Privacy Brasil in recent years, the EGD required a selection process capable of identifying not only technical knowledge but also critical maturity, diversity of backgrounds, and commitment to the public interest. The in-person nature of the course, combined with the cross-cutting character of data governance, demanded a cohort selection that reflected the plurality of Brazil's data and technology ecosystem.

The selection process was structured to go beyond traditional résumés. The initial stage consisted of a brief profile analysis in which applicants presented their motivations, experiences, and perspectives on the challenges addressed in the EGD. More than academic titles or formal positions, the goal was to understand how each person viewed the field of data governance from a holistic standpoint.

The selection also incorporated diversity criteria. The aim was to build a plural cohort, valuing differences in gender, race, class, geographical region, and professional experience. This commitment was essential to ensuring that the EGD became a space representative of Brazil's reality, connecting professionals from all regions of the country, including civil-society members,

community leaders, researchers from different areas, and public servants directly responsible for implementing digital public policies.

In addition, Data Privacy Brasil created a **scholarship program** designed to expand access to the course and guarantee the participation of voices historically underrepresented in data governance debates. The scholarship call enabled full funding for civil-society participants, independent researchers, territorial activists, and members of community organizations, ensuring that the student body was not limited to those with stronger institutional or financial resources but rather included people representing the groups most affected by digital public policies.

The result of this process was a multisectoral and deeply interdisciplinary cohort. The group solidified as a class composed of members from the following sectors:

Public sector: We had participants from the Ministry of Management and Innovation in Public Services (MGI), the Secretariat of Digital Government (SGD/MGI), the Unified Health System (SUS), the Ministry of Education (MEC), the National Data Protection Authority (ANPD), the Social Security Technology and Information Company (DATAPREV), the Federal Data Processing Service (SERPRO), the Ministry of Human Rights and Citizenship (MDHC), the Ministry of Science, Technology and Innovation (MCTI), and the National Institute for Educational Studies and Research Anísio Teixeira (INEP), among other federal bodies.

We also had members of the Office of the Comptroller General of the Federal District (CGDF), Public Defender's Offices (DP), and State and Federal Public Prosecutor's Offices (MP). Additionally, the class included representatives from the Superintendence of Private Insurance (SUSEP).

Private sector: Companies such as Jusbrasil, Conexis Brasil Digital, Bravonix, and Grupo Cantanhede were represented in the course. In addition, third-sector organizations such as Fogo Cruzado and Fiquem Sabendo also took part.

Academia and research: Participants came from institutions such as the Federal University of Rio de Janeiro (UFRJ), the Federal University of Paraíba (UFPB), the Oswaldo Cruz Foundation (Fiocruz), and the Brazilian Institute of Education, Development and Research (IDP), among other academic and scientific institutions.

This diversity was also reflected in the direct involvement of participants in sensitive and contemporary public policies. The cohort included civil servants working in ministries responsible for digital transformation, public health, education, social policies, and human rights; professionals engaged in the development of digital public infrastructures; analysts working on data interoperability; professionals from the private sector involved in information technology development; and third-sector institutions dedicated to the promotion of rights.

Taken as a whole, **the student body of the first EGD embodied what data governance demands: a field that can only fully exist when different sectors of the state, society, and market come together to debate and learn from one another.** This multisectorality, combined with interdisciplinarity and the commitment to expanding access through scholarships, elevated the quality of discussions in the classroom. The cohort thus became an essential part of the course's pedagogy by demonstrating that governing data is, above all, governing the relationships, infrastructures, and decisions that shape social life.

With this cohort, we carried out a five-day in-person immersion under the broad umbrella of data governance, structured around two main components: lectures and interactive activities and simulations.

Course Objectives

The course was designed to **respond to a dynamic context in which digital transformation required the creation of new capacities and the development of a qualified professional body.** This need applied both to public agents responsible for leading digitalization and data governance initiatives and to private-sector professionals who collaborate with the State in offering technological solutions. Researchers and civil society members were also considered strategic audiences, given their essential role in producing critical reflections and defending rights.

Identified Problems

During the planning phase, several challenges were identified that justified the creation of the School of Data Governance. **The first concerned** the rapid acceleration of public policies for the digitalization of services in a context where the professional workforce was not always sufficiently trained to deal with the interdisciplinary nature of these initiatives. **The second challenge** involved the risk of dissonance between the structural instruments of digital public policies, the parameters used by the private sector in developing technologies, and the regulations and best practices in personal data protection, artificial intelligence, and public transparency. **Finally**, a lack of coordination and articulation among the different actors involved in the development, implementation, and governance of technologies aimed at the public interest was also identified.

Main Objectives

In light of this diagnosis, the School of Data Governance aimed to raise the level of knowledge of the selected cohort in areas such as personal data protection, information security, data management and governance, technological development, and public transparency. Another goal was to foster a network capable of working collaboratively, promoting continuous exchange of experiences, carrying out joint projects, and contributing to a more decentralized and mature governance ecosystem in the country.

The course also sought to **equip participants to understand the cross-cutting aspects of data governance in public policy**. The expectation was that, by integrating topics such as personal data protection, digital public infrastructure, artificial intelligence governance, and the technical foundations of data governance, participants would develop critical thinking skills and the ability to propose interdisciplinary solutions suited to the demands of an increasingly digital and data-driven context.

Throughout the sessions, the course encouraged participants to understand the normative values of personal data protection as essential safeguards for the free flow of information. It also addressed the technical elements of data governance and the relationship between regulatory frameworks, institutional practices, and informational architectures.

3. ACTIVITY REPORT OF THE SCHOOL OF DATA GOVERNANCE

Course Structure

From November 10th to 14th, 2025, Data Privacy Brasil, in partnership with CEDIS-IDP, held the first edition of the Data Governance School (DGS) at IDP in Brasília. This five-day immersion gathered experts from the public sector, academia, civil society, and information technology to explore how data protection, digital public infrastructure, artificial intelligence, transparency, and informational justice intersect in the development of innovative technologies and digital public policies.

The School combined lectures, case studies, and practical exercises so participants could apply data governance concepts to real-world scenarios. The course concluded with a final activity inspired by the Integrated National Early Childhood Policy (PNIPI). Through a Problem-Based Learning approach, each group developed digital solutions, data-sharing regulations, and crisis-response strategies. Below is a summary of what happened each day.

Day 1: Data Protection and Shared Use of Personal Data

The first day focused on the foundations of personal-data protection and its application in public policy, taught by Bruno Bioni (Co-Director of Data Privacy Brasil) and Laura Schertel (Coordinator of the Professional Master's in Law at IDP and professor at the same institution). Adriana Marques, Data Protection Officer of the Ministry of Health, also participated.

In the morning, participants discussed the LGPD's structural principles and their relationship with innovation, organizational governance, and policy-making. The session focused on core concepts such as informational self-determination and the expansion and intersection of the field.

Themes such as digital public infrastructure, Fair Information Ecosystems, and the newly approved Protection of Children and Adolescents in Digital Environment Act set the tone for the week and helped establish the starting point for subsequent sessions.

In the afternoon, Adriana Marques presented the digital transformation of the Brazilian Unified Health System (SUS). Participants applied risk-assessment methodologies to analyze real scenarios involving sensitive data use and sharing. The session addressed legal bases, benefits, risks, and mitigation measures in digital health.

The class also provided an overview of the history of the SUS and its digitalization, highlighting the importance of data governance for improving efficiency and security in public services.

One of the most memorable discussions of the day centered on access to public information and its connection to digital public services.

Data Ecosystem concept presented in the first class of Data Governance School

Day 2: Digital Public Infrastructure and Fraud Prevention

Day 2 featured lectures by Fernanda Campagnucci, Executive Director of InternetLab, and Yasodara Córdova, a cybersecurity specialist.

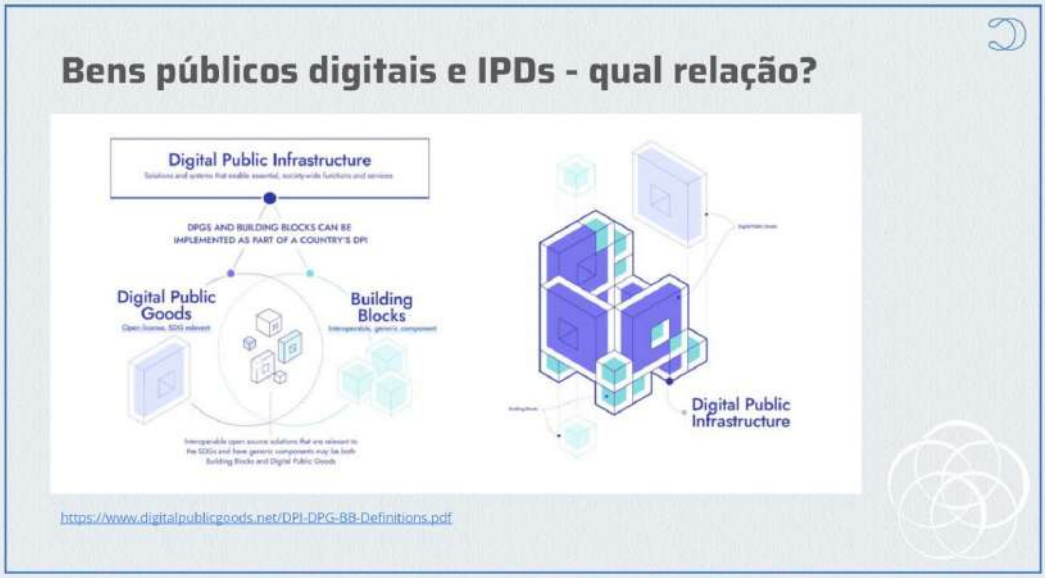
In the morning, the group explored data sharing for fraud prevention. Participants analyzed operational, legal, and technical aspects that support information exchange in digital public services. Case studies guided reflections on balancing security, efficiency, and fundamental rights.

The session emphasized that fraud-prevention strategies must be broad and address attacker behavior. It also highlighted common Brazilian challenges in information security, such as limited digital literacy, population aging, and weak security measures in small and medium businesses.

According to Yaso, for better information security:

“There is only one way, protect or collect less data.”

In the afternoon, Campagnucci introduced the fundamentals of Digital Public Infrastructure (DPI/IPD), exploring components such as digital identity, interoperability, and payment systems, and their implications for public-interest-oriented policies. Cases such as gov.br and Pix grounded the discussion on sovereignty, inclusion, and transparency.



The relation between Digital Public Goods and Digital Public Infraestructure

The highlight was the distinction between digital public goods and digital public infrastructures. Digital public goods are data or software accessible and usable by all; digital public infrastructures are state-owned systems whose architecture and datasets are not necessarily open, even if they can be.

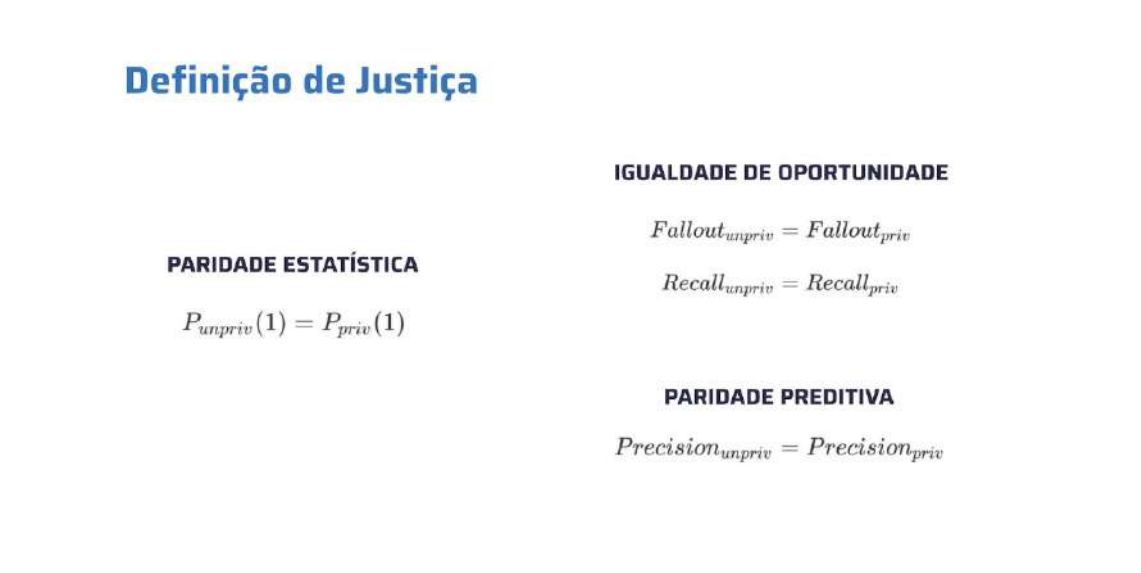
Day 3 – Foundations of Artificial Intelligence and Bias Mitigation

Day 3 was led by Virgílio Almeida (Member of the Brazilian Academy of Sciences and Full Professor at UFMG's Computer Science Department) and Paolla Magalhães (Computer Engineer and Machine-Learning Specialist with 7 years of experience).

In the morning, Virgílio presented AI fundamentals through the lens of algorithmic institutionalism, discussing how automated systems shape social practices, decisions, and public policies. Topics such as opacity, algorithmic power, governance, and accountability were explored.

A key highlight was demonstrating that automated-system problems are epistemological, because these systems produce knowledge about society, and political, because that knowledge influences institutional and individual decisions.

In the afternoon, Paolla led a practical session on detecting and mitigating bias in automated systems. Through dataset analysis and simulations, participants learned how biases emerge throughout AI's lifecycle and explored best practices connecting algorithmic fairness, data protection, and equity.



Definition of algorithmic justice for developers

The activity illustrated the gap between notions of algorithmic justice held by regulators/digital-rights professionals and the concepts used by AI developers. Despite conceptual distance, bias mitigation depends on cooperation—shared language between ethics and engineering teams is the starting point.

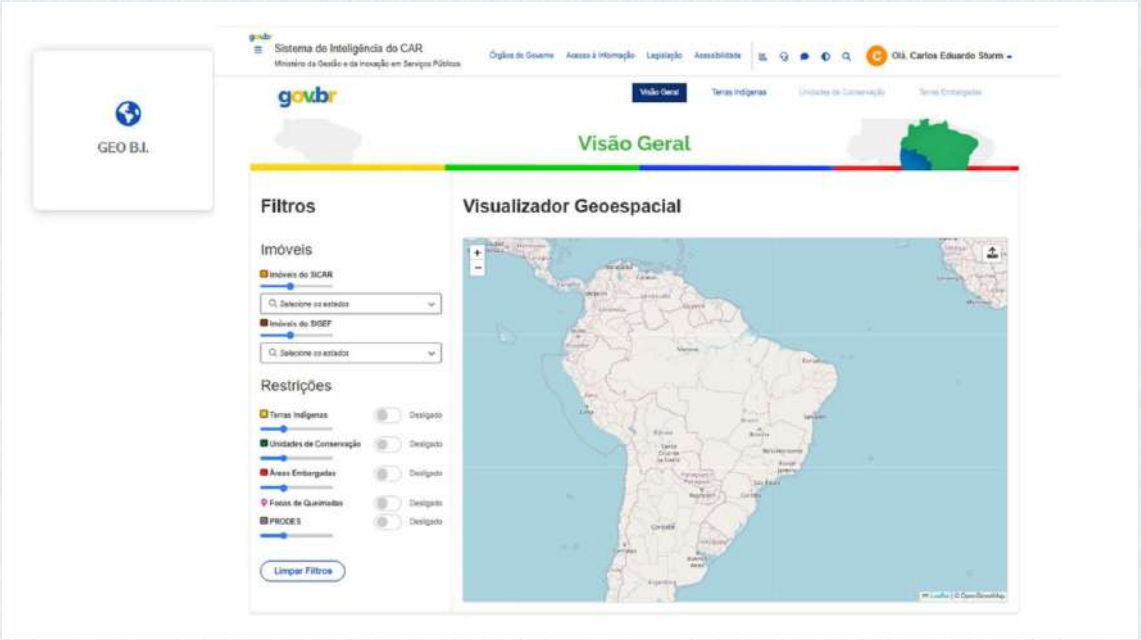
Day 4 – Data Governance

Flávio Lopes lecturing on Day 4

Day 4 featured lectures by Flávio Lopes (General Coordination of Data Governance at the Ministry of Management and Innovation in Public Services) and Carlos Sturm (General Coordinator for Environmental and Territorial Data Structuring at the Secretariat of Digital Government).

In the morning, Flávio introduced data-governance concepts, frameworks, and models, discussing national experiences such as the National Data Infrastructure. Participants analyzed data-governance maturity levels and reflected on institutional arrangements shaping public-policy information architecture.

In the afternoon, Carlos Sturm presented a case study of the Rural Environmental Registry (CAR), integrating data governance, DPI, and personal-data protection. The case enabled participants to evaluate benefits, risks, interoperability challenges, and accountability mechanisms in data-intensive environmental policies. Interestingly, during the same week as the DGS, at COP30, CAR was recognized as the world's first climate-focused Digital Public Good.



Example of the Rural Environmental Registry (CAR) dashboard in the classroom

The lecture showed how each data-governance element translated into specific actions essential to CAR's success, bringing together nearly all key themes from the first four days: data protection, governance, public transparency, digital public infrastructure, and digital public goods.

Day 5 – Citizen-Generated Data and Final Activity

The final day was led by Bruno Sousa (Co-Founder of Instituto Decodifica) and Manuela Oliveira (lawyer and member of the OAB-BA Special Committee on Artificial Intelligence). The final activity was coordinated by Pedro Martins and Pedro Henrique Santos from Data Privacy Brasil's Training & Communities team.

In the morning, the class explored Citizen-Generated Data initiatives, in which citizens, communities, and civil-society organizations produce data relevant for monitoring rights, shaping public policy, and strengthening transparency.

Citizen-Generated Data methodology

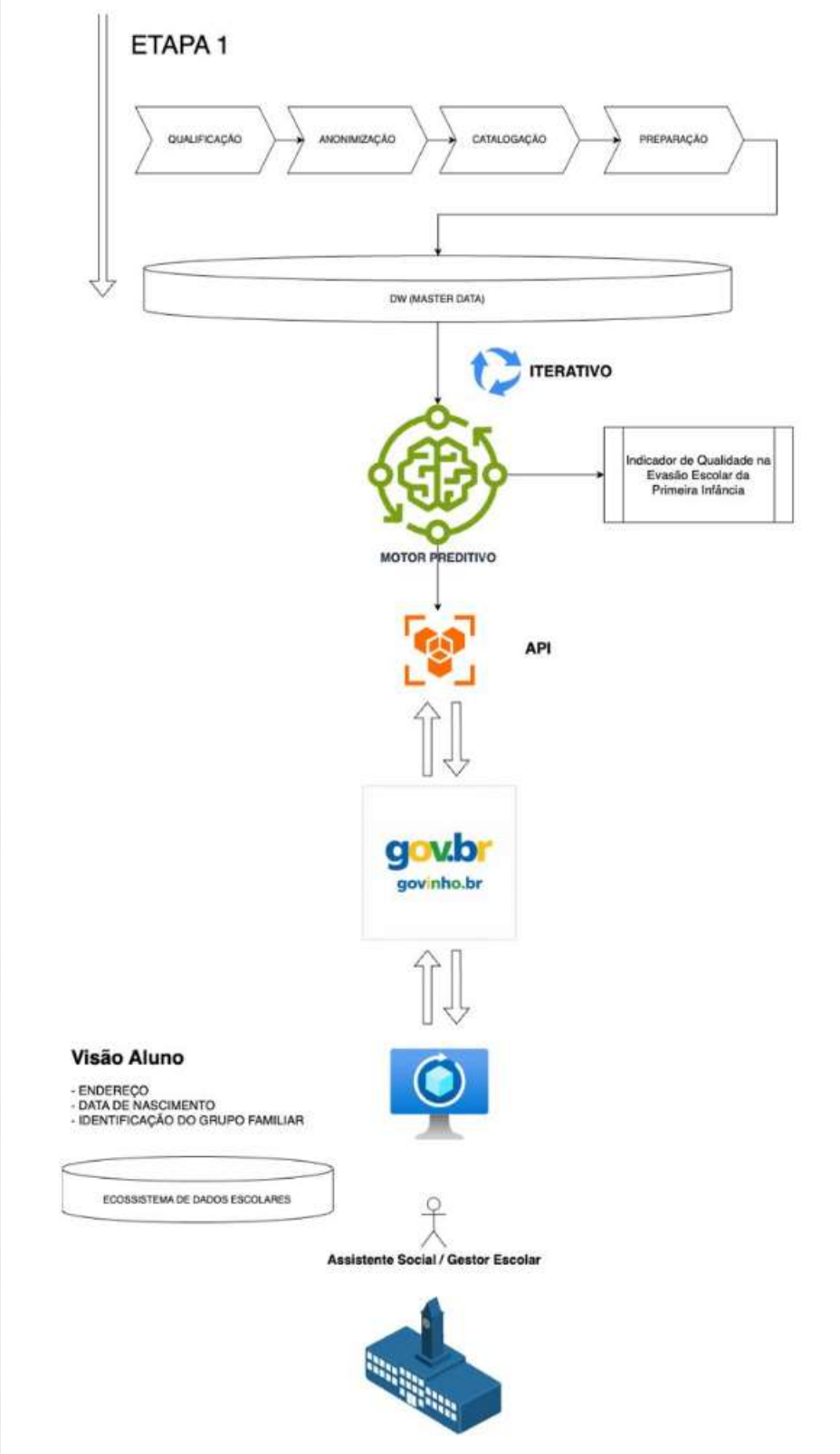
Projects presented included

- **Retratos das Enchentes:** documenting impacts of extreme climate events in favelas.
- **COVID-19 in the Favelas Panel :** monitoring cases and consequences of the pandemic in underserved areas.
- **InfoAmazonia:** integrating community-generated data and satellite information to track socio-environmental issues in the Amazon.
- **Cocozap:** mapping the lack or precariousness of sanitation services through resident--submitted reports.

The discussion covered inclusion, representativity, informational sovereignty, and the articulation between governmental and community-generated data.

In the afternoon, **the Final Activity** was carried out, structured around a case study on the National Integrated Early Childhood Policy (PNIPI). The policy, presented as an initiative under development, aimed to integrate data, services, and digital infrastructures across five structuring axes ("Living with Rights," "Living with Education," "Living with Health," "Living with Dignity," and "Information Integration and Communication with Families"), each under the responsibility of a different ministry.

The participant groups assumed the role of the ministries responsible for each axis and were invited to develop the public policy and its digital solution based on the content explored throughout the course. The dynamic was divided into phases. **In Phase 1**, the groups defined the agenda and design of the policy, identifying the central public interest, projecting possible uses and services, mapping relevant actors, identifying key risks, and describing the operational functioning of the proposed technological solutions, including which data would be used, for what purposes, and by which agents.



Digital public policy design produced by one of the EGD groups

In Phase 2, the groups advanced to a simulation of implementation and regulation of data sharing, outlining the foundations of a ministerial ordinance for each axis. At this stage, they detailed the categories of data to be shared, legitimate purposes and prohibitions, data controllers and their responsibilities, applicable legal bases, retention periods, criteria for active transparency, forms of civil society participation, and procedures for assessing and classifying risks, including the identification of high-risk situations requiring additional safeguards, such as the preparation of Data Protection Impact Assessments (DPIAs).

Risk classification for the case produced by one of the EGD groups

Finally, in **Phase 3**, the groups were confronted with crisis scenarios specific to each axis, inspired by situations of institutional, social, and media tension, such as unauthorized reuse of data by third parties, discriminatory classifications produced by predictive models, economic pressures for interoperability with the private sector, wrongful exclusion of families from social benefits, and anonymization failures in public panels. Based on these scenarios, each group had to propose emergency responses in communication and containment, additional data governance measures, assessments of the effectiveness of previously designed safeguards, and, when necessary, plans for policy reconfiguration.

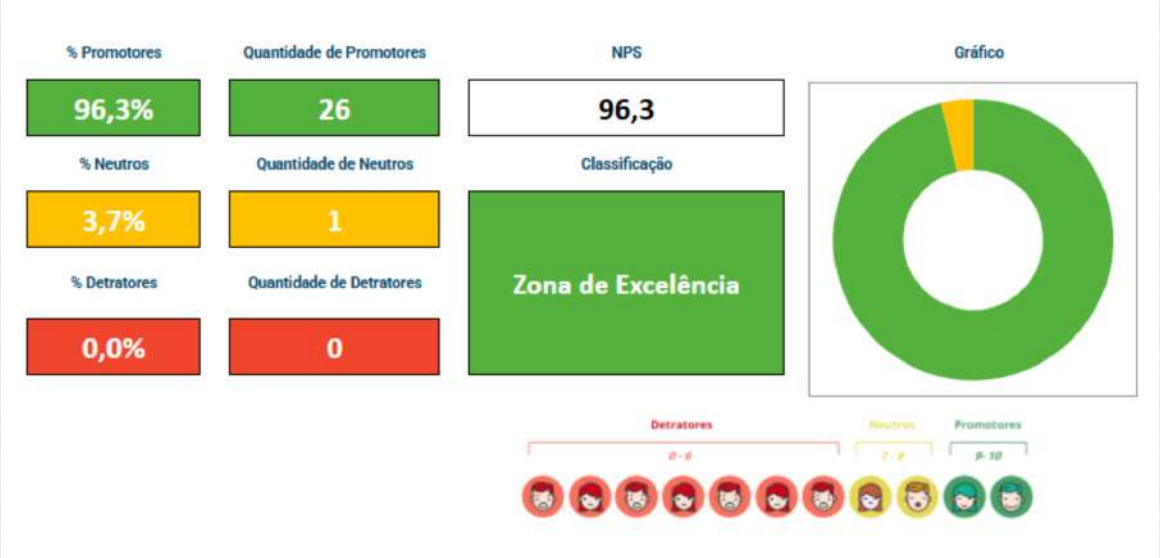
This final activity made it possible to consolidate, in a practical and interdisciplinary way, knowledge on personal data protection, digital public infrastructure, artificial intelligence, risk assessment, and data governance, bringing the content of the School of Data Governance closer to the real challenges of designing and implementing digital public policies aimed at early childhood.

4. STUDENT FEEDBACK

Student evaluation and analysis of testimonials

As a standard practice, Data Privacy Brasil establishes feedback processes with its students to improve its courses and products, and the EGD was no exception. The feedback form applied at the end of the School of Data Governance (EGD) revealed that the experience was widely recognized by participants as a highly impactful technical, pedagogical, and professional training.

The course evaluation resulted in an NPS of 96.3, demonstrating that the majority of participants would recommend the course to someone else, a clear sign of satisfaction and excellence for Data Privacy Brasil.



NPS

The analyzed responses show that the course was marked by the excellence of its faculty, the conceptual depth of the content, the quality of the curation, and the interdisciplinary environment that was consolidated throughout the week of immersion. Many participants highlighted the combination of technical rigor and openness to dialogue as one of the core elements of the experience. As one student summarized:

> *"It was five intense days alongside a highly skilled technical team and a diverse, curious, and open-minded group. This plural environment made every debate gain even more depth and meaning."*

This recognition appeared repeatedly throughout the responses, especially in comments describing the classes as "masterful," "unique," and "excellent." Interdisciplinarity emerged as one of the most valued characteristics. The interaction between public-sector professionals, researchers, lawyers, members of social organizations, community representatives, and tech-

nical experts created a deeply enriching environment.

One participant expressed this perception by stating:

> *"I will be repetitive, but once again I thank you for the incredible opportunity I was given, especially for having received a full scholarship from civil society. Without it, I certainly would not have been able to experience this. Moreover, such a heterogeneous group of professors and students provided a very special exchange, nothing is richer than seeing a subject or theme through someone else's lens and thus expanding horizons and perceptions. It was amazing!" — Fabienne Novais*

This diversity of perspectives helped many participants identify both personal and professional transformation throughout the EGD.

Another frequently mentioned point was the quality of the course organization and logistical support. Students expressed appreciation for the welcoming environment and attention to detail, as well as the work of the moderators, whose participation was described as essential. One testimonial summarized this view:

> *"The course was enriching! The networking and the classes were excellent, and the organization's care was a major differentiator. I will definitely look for other Data Privacy courses. Congratulations!" — Rodrigo Almeida*

Although the overall evaluation was extremely positive, some tensions were reported, particularly regarding speaking dynamics and class time management. In some moments, excessive spontaneous interventions by classmates disrupted the planned flow of activities. One student noted:

> *"Unfortunately, some students lacked basic academic etiquette when taking the floor... the class did not flow; colleagues became distracted by so many unnecessary interruptions."*

Regarding the knowledge gained, participants' responses revealed a consistent set of themes that directly reflected the pedagogical goals of the EGD. For many, the course significantly broadened their understanding of data governance, especially within public policy contexts:

> *"The course provided a much broader view of data governance, especially in the public sphere, in which I have little experience. The class on CAR was outstanding."*

Digital public infrastructure was also mentioned as a key learning outcome. Several participants reported that concepts such as DPI, digital public goods, and informational sovereignty opened new possibilities for their work. Some expressed this concisely: "Digital Public Infrastructure" and "Knowledge about DPI and digital public goods."

The module on Citizen Data Generation was particularly impactful, introducing new epistemologies to the discussion on data governance. One participant stated:

> *"Learning about Citizen Data Generation was transformative."*

Another highlighted the contribution of young people from marginalized communities:

> *"Bruno, who brought the perspective of Black youth from the communities, was excellent."*

Finally, many students reported transversal learning, especially about epistemic humility and the challenges of interdisciplinary work. One of the most insightful testimonials stated:

> *"One of the main lessons concerns the absence of a common denominator among engineers, IT technicians, political scientists, and lawyers for understanding personal data protection. Each one speaks the language of their field, and a very intense effort is required to understand the language of others."*

This reflection captures one of the fundamental values of the EGD: the construction of bridges between diverse fields of knowledge.

Altogether, the testimonials reinforce that the course provided innovative and necessary training in Brazil's current landscape of digital public policies. The analyzed responses indicate that the EGD fulfilled its role in preparing professionals and researchers to act critically and effectively within a complex digital ecosystem, strengthening its commitment to ethical, interdisciplinary, and public-interest–oriented data governance.

5. CONCLUSION

The first edition of the School of Data Governance concretely represented Data Privacy Brasil's shift from an agenda focused exclusively on data protection to a broader approach, anchored in the idea of a Fair Information Ecosystem and in data governance as a structuring axis. Over the course of five days, the EGD brought this shift in perspective to life: it connected regulatory frameworks such as the LGPD with debates on artificial intelligence, digital public infrastructures, digital public goods, citizen data generation, and public policies oriented toward the public interest, always paying attention to inequalities, the material impacts of technologies, and the power relations mediated by data.

The composition of the cohort, multisectoral and interdisciplinary, was a central part of this outcome. The selection process, combined with the scholarship call, ensured the presence of historically underrepresented voices and of people directly involved in the formulation, implementation, and critique of digital public policies. In the classroom, this diversity was pedagogical: it put concepts under tension, brought in concrete experiences, and made clear that governing data is, to a great extent, about governing relationships and influencing infrastructures and decisions that cut across social life.

From a methodological standpoint, the EGD successfully combined solid theoretical grounding with practical activities and complex simulations, such as the final exercise inspired by the PNIPI. By requiring groups to design policies, regulate data sharing, and respond to crisis scenarios, the course brought the discussion on data governance closer to the real dilemmas faced by public managers, communities, and institutions.

This report shows that the School of Data Governance fulfilled its purpose: **building a network of professionals and researchers capable of thinking and acting within a complex digital ecosystem**, guiding technological development according to principles of justice, transparency, social participation, and rights protection.

More than a one-off event, the EGD established itself as the first step in an ongoing project: **strengthening, through data governance, a fairer, more democratic, and more sustainable information ecosystem in Brazil.** The lessons learned, the networks formed, and the gaps identified point to the need for new editions, research initiatives, and partnerships, deepening Data Privacy Brasil's commitment to ethical, innovation-driven data governance.

See you next time!

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