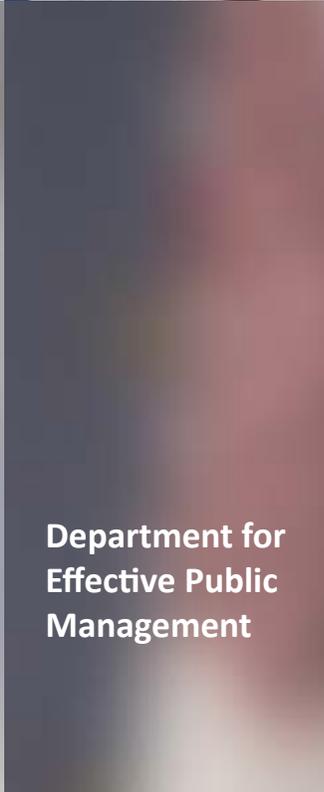




International Seminar

Innovative Experiences in Effective Public Management and Regional Cooperation Strategies

Washington DC
September 21, 2012



Secretariat
for Political
Affairs

Department for
Effective Public
Management



Organization of
American States

International Seminar

Innovative Experiences in Effective Public Management and Regional Cooperation Strategies

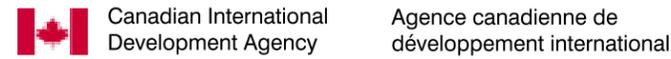
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**General Secretariat
Secretariat for Political Affairs
Department for Effective Public Management**



Organization of
American States

The Department for Effective Public Management at Organization of American States' Secretariat for Political Affairs, expresses special gratitude to the Permanent Mission of Canada to the OAS for having sponsored this event.



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Opening Remarks



Presentation of the International Seminar: Innovative Experiences in Effective Public Management and Regional Cooperation Strategies

(Literal transcription)

José Miguel Insulza

Secretary General

Organization of American States - OAS

Good morning to all.

I firstly want to welcome with much appreciation the Undersecretary of Public Function of Mexico, Mr. Uriel Márquez Carrasco; the General Undersecretary of Government Modernization of Ecuador, Mr. Pabel Muñoz and the General Undersecretary of National Taxes and Customs of the Government of Colombia, Mr. Juan Ricardo Ortega.

I also want to welcome my dear colleagues from the Organisation for Economic Co-operation and Development (OECD), the Inter-American Development Bank (IDB) and the CAF Development Bank of Latin America, with much affection towards our friend Victor Rico – who up to a few months ago was with us at the OAS. I also want to especially thank the Government of Canada – whose collaboration has allowed the holding of this event – as well as ambassadors, representatives and officials from the different OAS member and observer countries attending this seminar.

The truth is that the task we want to undertake is one that is framed within the main OAS role: to promote “a democracy that delivers.” This means the effective development of a region where democracy should be the common form of government in all countries. A democracy that is not just “procedural”: a democracy in which the governments govern democratically focused on the well-being of their citizens. In this aspect, there are topics that are always highlighted and with which we always work, such as our Inter-American Democratic Charter. There are others that probably still are less highlighted, but that are more important for the daily experiences of our citizens.

Electoral democracies have been functioning for several decades in the continent, but the question that citizens continue to ask is: to what extent are these democracies capable of resolving their problems? It is noteworthy in surveys done throughout the continent that the growing citizenship demands are towards

a democracy that “resolve their problems”: democracies that – in addition to being transparent and characterized by broad citizen participation – are effective.

If on one hand these surveys clearly indicate that people continue to believe in democracies as the best form of government, on the other hand they show that they are not satisfied with the goods and services to which democracy gives them access. And in many cases, they are not satisfied with the government’s management. For example, the last *Latinobarómetro* survey places Ecuador as the country with the highest degree of satisfaction with the effectiveness of democracy in Latin America. On a scale of 0 to 11, Ecuador scores around 6. This is practically a little above half of the scale. All of the other countries are below.

The truth is that we know a lot about our problems, but it’s a superficial knowledge: we know that we have serious threats from organized crime in our region, we have grave inequality of income; we still have important problems regarding the lack of transparency and accountability – and we have been worried about it. However, we have been paying less attention on gain better knowledge on what goes beyond that: if we are governing well or not governing well. If the government has been effective - or hasn’t - for the well-being of its citizens.

The role that we thus assume in this initiative on effective public management is how to contribute to public sector being more effective, transparent and participative within the democratic governance framework we have the mandate – and the moral obligation – to promote.

We know that in this matter we have difficulties in the sense our challenges are, somehow, prior to the third wave of democratization. Since the civil and democratic rule returned to the vast majority of countries in The Americas on late-80s early-90s, we have been experiencing a significant increase in “social demand” – the phenomena called as the “social debt” by the experts – against the new elected governments. At the same time, there were States debilitated by the fiscal burden by prior processes and lacked the conditions to respond to demands of all of their citizens in an appropriate manner. From my point of view, an enormous effort has been made in this regard: the administrative reform - towards doing it not only in a more democratic way, but also more efficient – which has been an objective of all of our governments in past years. Important achievements have also been made in some aspects of economic competitiveness; but we still have incomplete, fragmented institutional frameworks and a capacity gap on implementation causing a sort of “delivery failure” that threatens the legitimacy of democracy system in many countries within the region.

What we want today is to learn about the experiences and initiatives that our governments are developing on effective public management and receive the contributions from our friends of the Organisation for Economic Cooperation and Development (OECD), the Inter-American Development Bank (IDB) and the CAF Development Bank of Latin America – who will be presenting their cooperation strategies on this matter.

I think the task is an undertaking that we begin today, but that we will continue to advance with and perfect in coming years. I welcome you all and thank you for being here.

J.M.I.
Washington DC, September 21, 2012

Conceptual Framework

Democracy has made great progress in Latin America

During the eighties, most countries of the region returned to democratic rule. The civil control of political institutions – together with the profound social transformations of those times – have generated a atmosphere of collective hope in the future, shared among all countries in the Americas.

Since then, the region has achieved important advances in the strengthening of its political institutions, the “guarantor sphere” of civil rights. In fact, a simple comparison with other developing regions around the globe (Asia-Pacific, Middle East-North Africa, Sub-Saharan Africa) shows the Americas as the most committed to free, fair and frequent elections with wide popular participation.

State reforms that began during the nineties have driven economic and social changes that led to deep political transformations. Based on new theoretical developments (i.e. The New Public Management or, more recently, The Receptive Government and Collaborative Governance), governments across the region have

implemented innovative initiatives aiming to deliver better public services for a wider constituencies while maintaining the fragile fiscal balance of their economies – still affected by the adverse effects of external shocks that took place in the two previous decades.

After decades of reformist initiatives, a quick look at the inventory of public sector transformation throughout the hemisphere points out to an incomplete, heterogeneous picture that reveals undeniable political fatigue and broken expectations regarding the initial prospects and promises. Legitimate economic and social rights formally recognized by new constitutional texts and legal frameworks resulted weakened due to fiscal restraint, security threats (i.e. “guerilla” and terrorist violence in Central America and certain Andean countries) and a marked capacity gap within the state apparatus to operate in the new uprising environment characterized by open and network societies, competition among stakeholders in polyarchy and a greater complexity and technicality of public policies. Incomplete, fragmented and

Conceptual Framework

Democracy has made great progress in Latin America

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divergent institutional frameworks, lack of implementation capacity and “delivery circuit-brakes” still adversely affect the primary legitimacy and the perceived quality of democracy in the Americas.

The emergence of the BRICS¹ as global economic engines and major political actors on international arena at the beginning of this century has offered a new “catching-up” opportunity to Latin America countries to step forward on the strengthening of their public sectors. Driven by the urbanization process and by the demand of millions of new Chinese consumers, a great number of Latin American countries have boosted their modest commercial openness of the nineties, increasing profits in international trade due to the positive cycle on commodities and raw material prices they produce.

However, as the latest IDB² report states, Latin America still follows a divergent paths trajectory, dividing the region in two set of countries. In the first one, countries successfully managed to increase their reserves, expand public spending and to reform the state apparatus toward the improvement of social spending productivity by a better targeting of its final beneficiaries. In the second, there are countries still trapped in problems of growth, poverty, inequality, violence and lack of public sector responsiveness. What is the difference among them?

Countries in the first group have not only implemented reforms to downsize the bureaucracy and eventually increased and targeted social spending. Moreover, they combined these efforts with a smart implementation of innovative public management arrangements and tools inspired by democratic governance principles, such as:

(a) Collaborative governance mechanisms that allow the government to include organized civil society in all phases of the public policy cycle (beyond simple citizen participation in the consultancy phase), strengthening social groups that until then were on the margin of public decisions, as Article 6 of the Inter-American Democratic Charter states;

(b) New laws and regulatory framework for transparency and accountability that allow citizen public supervision of decisions and actions taken by the State;

(c) Decentralization of political power and of management functions to subnational and/or community units (“subsidiarity”) together with sufficient fiscal resources to face these new responsibilities; and bridging the gap between public management and citizens through the intensive use of electronic government tools in the different stages of public policies.

In addition, these countries avoided institutional mimicry and engaged in responsible experimentalism take into account their own local culture, traditions and political institutions. Certainly, they benefited from successful experiences abroad, but avoided the simple adoption of those alien experiences domestically without considering proper adaptations and overall policy coherence.

Lastly, successful countries have adopted self-restrained and collective action coordination initiatives to provide their renewed public sector management’s framework with direction, resilience and permanence along time. Most of the countries within the region reengaged on strategic planning efforts – now under a brand new participatory model, based on public consultancy – elaborating bottom-up designed

1- BRICS is an acronym that refers to a group of countries formed by Brazil, Russia, India, China and South Africa.
2- IDB (2012). *The World of Forking Paths*. Latin American and Caribbean Macroeconomic Report 2012. IDB: Washington-DC.

National Development Plans and seeking civil service professionalization and fiscal responsibility as primary requirements for its success.

If in the nineties, public management theorists argued that the purpose of reforms was “to do more, with less”. Nowadays, the main objective of public sector reforms should be to focus on service delivery in accordance to citizens’ needs and feed-back. In this sense, the satisfaction of increasing citizen’s demands against the State is not only a matter of reaching an appropriate fiscal balance or bridging the public sector’s management gap. It becomes a communication challenge also: engage in permanent dialogue, be flexible and accountable, build trust and persuade citizens about public policies priorities.

No great effort is required to bring public management close to politics: its importance to reinforce the primary legitimacy of democratic elected government is evident. However, less evident is the fact that public management is the vehicle that most often and most deeply narrow the trust gap between citizenship and democracy.

It is through public management that the ordinary citizen – rich or poor, male or female, politically active or not – encounters democracy in the realm of everyday tasks. For example, just taking a child to school promotes personal interactions with the potable water supply and sewage network, with public road paving, lighting, public transportation and the education system.

When we assess these aspects of everyday life from a wider perspective of the Inter-American agenda, they often seem removed from the political challenges facing the hemisphere. They are not. The legitimization of the democracy as a political system is expressed through citizen satisfaction with public services.

3- Corporación Latinobarómetro (2011), Informe 2011 de la Encuesta Latinobarómetro, Santiago de Chile: pág. 40.
4- Articles 2 and 3 of the Charter of the Organization of American States and articles 2, 4 and 6 of the Inter-American Democratic Charter.

Conceptual Framework

Democracy has made great progress in Latin America

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This is precisely why about 33% of citizens surveyed by 2011 *Latinobarómetro*³, mentioned “social justice” as the main deficit of democracy in the Americas ; some 31% identified “citizen participation” and another 31% stressed the need for “transparency within the State.”

This implies assuming democracy not only – or mostly – as a matter of promotion or celebration culminated by episodic elections, but as a direct result of an **effective public management**.

It is an imperative to engage the citizens to be an active and responsible stakeholder to build a “democracy that delivers”. It implies assuming the exercise of citizenship in a double dimension: on one hand, exercise civil, political, economic and social rights guaranteed by the democratic system under the rule of Law; and, on the other, diligently fulfill community duties.

Once again, the satisfaction of increasing citizen’s demands from the State is not only a matter of fiscal balance, management and persuasion. Above all, it’s a political challenge to frame public management improvements and innovations within the democratic governance principles included in the Organization of American States Charter, Inter-American Democratic Charter and similar international law instruments referred on Western Hemisphere.⁴

The International Seminar “*Innovative Experiences in Effective Public Management and Regional Cooperation Strategies*” had as its main purpose to place public management as a key element to re-approach the government and the citizenship and re-legitimize democracy.

During the seminar, participants discussed in detail implementation of innovative experiences in effective public management coming from

Conceptual Framework

Democracy has made great progress in Latin America

a wide set of countries such as Ecuador, Mexico, Canada, Jamaica, Chile and Colombia. Regional cooperation strategies for effective public management carried out by international agencies – such as the Organization for Economic Co-operation and Development (OECD) – and regional multilateral organizations – such as the Inter-American Development Bank (IDB) and the Latin American Development Bank (CAF) – were presented as well.

Undoubtedly, the seminar was an important initiative to promote dialogue in compliance with the Inter-American Democratic Charter, which regarding the Organization of American States, establishes: “(...) activities will be directed to promote governability, good management, democratic values and the strengthening of political institutionalization and of civil society organizations.”⁵

Department of Effective Public Management
Washington DC, September 21, 2012

5- Article 27 of the Inter-American Democratic Charter.

Summary of Sessions

Opening Roundtable

Strategic frameworks for effective public management



Project Management Model for Innovation in Mexico's Public Service

Uriel Márquez Carrasco

Under Secretary for Public Service, Mexico

The objective of the presentation was to show the progress of the Mexican government in the improvement of public services, considering the decision to direct its activities towards citizens.

In this sense, it was stated that special considerations should be taken into account like the effective and efficient use of public resources: (a) the orientation of government toward results; (b) the promotion, guarantee and strengthening of transparency and access to public information and; (c) the awarding of access facilities to citizens in processes including simplification and automatization.

To achieve this goal, the Secretariat of Public Function has developed a **Strategy for Administrative Improvement** whose purpose is to measure the performance and quality of processes through diagnostics and citizen participation.

The presentation made special emphasis on the integral evaluation of public management improvement projects including: regulatory improvement, e-government, citizen service, process simplification, human development and legal framework.

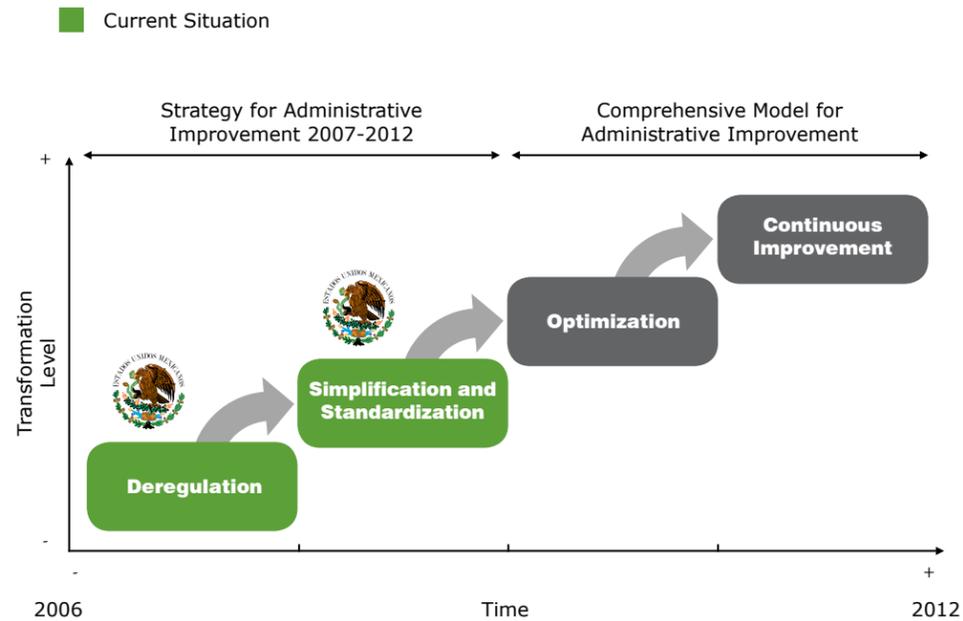
The Strategy for Administrative Improvement (figure 1) includes different degrees of transformation, which are:

1. Deregulation,
2. Simplification and Standardization,
3. Optimization, and
4. Continuous Improvement.

Within this framework, every Improvement Project to be carried out will be subject to a feasibility analysis composed of:

1. *Regulatory* Capacity, which seeks to determine if the regulatory framework in effect allows the improvement operation to be developed.

Figure 1
Project Management Model for Innovation in Mexico's Public Service



2. *Technical Capacity*, to show if the institution has the human and material resources the improvement project requires. Also, if the team has the necessary technical experience to conduct the improvement project and if there is a strategy for change management, in order to ensure the success of the improvement among public servants.

3. *Financial Capacity*, which allows to verify if the institution has the economic resources the improvement project requires, as well as if it has sufficient time to carry out the project.

4. *Management Capacity*, to determine if the institution has the capacity to manage the improvement project, and also, if it has a sponsor to back its implementation.

5. *Institutional Collaboration*, to find out if there is support from participating institutions in the inter-institutional improvement project.

Prior to its implementation, each project is assessed by a group of Civil Servant specialists and, finally, the benefits obtained are measured through one of the forty five (45) indicators included in the Management Improvement Program.

These projects comply with the premise of transforming the regulatory improvement objectives in measurable and tangible actions for citizens, with the supply of online information very important, since it allows the generation of control panels that provide the level of progress of projects and the fulfillment of goals with citizen participation.

In this sense, 200,000 daily consultations are received through the portal www.gob.mx, allowing 1,003 processes to be done online. Among them, the *Ventanilla Única de Comercio Exterior de México* (Single Window for Foreign Trade) as a contact point to carry out 165 federal administrative processes, stands out.

Likewise, important progress in the Mexican Regulatory Reform, the greatest in the world, has allowed the development of 1,711 improvement projects aimed at reducing time, cost, requirements and paper for citizens.

It is necessary to mention that a Project Administration System has been established and implemented for a structured follow-up of the different stages and activities of improvement projects, aiming to share knowledge with

other areas of the government, countries or international agencies. International seminars in countries like Colombia, Dominican Republic and Costa Rica have been held.

Finally, at the end of the presentation, the speaker mentioned that in the last two (2) years, in Mexico six (6) projects related to service management improvement have been acknowledged by the United Nations (UN).



State Transformation in Ecuador (2007-2012): Assess and Further Change

Pabel Muñoz

Under Secretary General of Democratization of the State of Ecuador
SENPLADES

Ecuador has made important efforts to build a dynamic and balanced relation between Society, State and Markets, in harmony with nature.

With this purpose, from 2007 to 2012 and within the framework of the National Vision of *Good Living*, different actions seeking a democratic state transformation have been carried out. Their activities were based on the following aspects: Recuperation of the State, Regulation Revolution, Institutionality for Strategic Sectors, Public Investment, Territorial Organization and Public Service Quality.

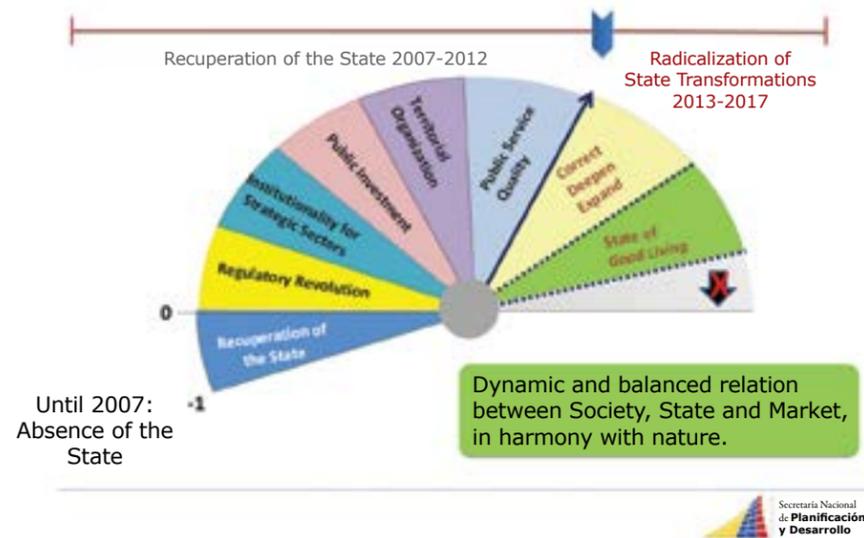
Developing this democratic transformation implied different actions, among them, a functional differentiation, a glossary of terms about entities and their functions, a typology of the existing ministries, established coordination mechanisms and a territorial reorganization. (figure 2)

Within this process of reforms, one to be highlighted is the establishment of special and innovative coordination mechanisms on institutional levels of sectoral and territorial nature.

Among the **sectoral coordination mechanisms**, Coordination Ministries were created with the purpose of having a National Planning that encourages coherence among public policies implemented by different entities of Ecuador's public administration.

Accordingly, the functions of these Ministries are directed to lead the participative construction of a sectoral agenda, to articulate and coordinate inter-sectoral policies, to propose sectoral and inter-sectoral policies, to evaluate management and execution of agendas and sectoral policies, to execute emblematic programs and their respective transfer as well as to follow up and monitor the implementation of processes and coordinated projects.

Figure 2
Building a Democratic State for Good Living
5. Conclusions: State Transformation Evolution



Regarding territorial coordination mechanisms, activities in areas of special importance have been carried out, which are: 1. Decentralization, with a new regulatory framework, the creation of a National Council of Capability and a National Decentralization Plan; 2. Deconcentration, providing a reorganization of the central government in areas, districts and circuits; and 3. Political management through regional and municipal consultancies, and the articulation of Development and Territorial Plans.

Likewise, the presentation highlighted the fact that the Institutional State Transformation process has been a clear political foundation for the government of Ecuador, which has been directed to recuperate the necessary public authority to overcome the political crisis and reach stability.

For this purpose, developing actions such as a territorial re-designing have been an important achievement, due to the fact that territory has become the foundation of a new political management that implies the recuperation of essential faculties of the public administration and governmental activities such as planning, direction, management and redistribution.

Finally, as important challenges to resolve, the following were mentioned: The expansion of the public sector apparatus in terms of a program agenda, a weak exercise of regulation and control faculties, the absence of an effective system of territorial government and complications related to maintaining governmental discipline in institutional departments. These challenges are precisely being confronted with these innovative ways of institutional coordination.



Institutions' Modernization and Taxation Practices as a Basic Condition for Good Governance

Juan Ricardo Ortega
Director of the Tax and Customs Office of Colombia

The presentation was focused on exposing the challenges and solution proposals regarding **tax collection** in Colombia.

For this purpose, a fiscal redistribution analysis was carried out highlighting those identified factors that don't generate stability, such as a pension structure that generates inequality, higher than 0,19 in comparison to the United Kingdom; and a fiscal policy that does not generate a redistributive impact, being 0,18 higher than in the previously mentioned country.

In this sense, according to international measurements of the Gini coefficient developed by the UNDP in 2010, Colombia is the seventh most unequal country in the world, behind countries like Namibia, the Comoros Islands, Botswana, Belize, Haiti, and Angola. (figure 3)

For this reason, the Tax and Customs Office (DIAN) together with the Ministry of Finance and Public Credit have made important

progress regarding tax collection, which implied a transformation in the tax policy management of the country.

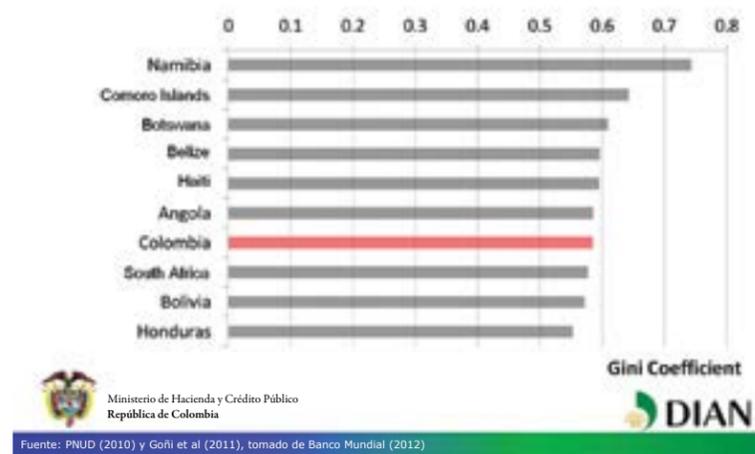
Among them, the most significant one was the impulse for the Tax Reform Project called "ELISSA", whose acronym in Spanish means: Equity, Cleanliness, Simplicity, Seduction and Adaptation to international standards.

ELISSA aims to lead to a tax reform in the country in order to eliminate additional inequalities generated by tax collection. In this sense, every premise has a specific purpose:

- **Equity:** Avoid that those who earn less pay more taxes; prevent the abuse of legal schemes used by certain companies for avoiding tax payments; change the current situation to avoid that those who earn more obtain tax benefits; and fight against the traps that arise from special tax treatments.

Figure 3

Colombia is the seventh most unequal country in the world measured through the Gini coefficient



- **Cleanliness:** Provide greater coherence and consistency to the tax law, which is divided into six (6) books with more than 881 articles and complemented with 136 dispositions.
- **Simplicity:** Analyze the 29 types of over-deductions, 26 types of Non-Constitutive Income, 29 types of exempt income, 4 types of discounts; revise the seven (7) existing Value Added Tax (VAT) rates that promote tax evasion; make the income declaration comprehensible for individuals; and resolve the complicated procedures included in the tax system.
- **Seduction:** Return the Independent Tax to lower income taxpayers; adjust the retention regime to reduce the number of returns; promote employment generation and investment; the liberation by DIAN from the treasury, working capital, to small and medium-sized companies; reduce sanctions to minimize the temptation of corruption and introduce educative sanctions; facilitate

voluntary compliance; provide the agricultural sector with a special rate and eliminate costly payments on account.

- **Adaptation to International Standards:** Create an attractive system for multinationals to establish their operation and investment centers in the country; lower tax rates to generate more employment, competition and promote investment; create instruments to eradicate evasion through tax shelters; provide an appropriate focus on the price transfer regime; and introduce anti-avoidance norms and define tax fraud.

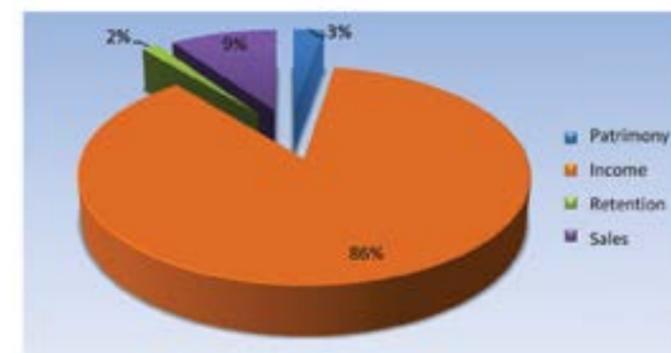
Following the implementation of this program, Colombia obtained important increases in tax collection. For example, its goal from the months of January to July was to collect 792,896 million Colombian pesos, number that was exceeded by 174% with a total collection of 1,376,335 million Colombian pesos. Regarding its annual goal, the projected number was the collection of 1,385,700 million pesos, 99% fulfilled from January to July alone.

Finally, the orientation of taxes toward income was highlighted as one of the most important achievements of the tax reform: a key element on inequality reduction strategy in Colombia.

So we have that 86% of effective management by type of tax corresponds to income, 9% to sales, 3% to patrimony and 2% for retentions. (figure 4)

Figure 4

Effective Management by Tax Category



Summary of Sessions

Panel 1

Regional Cooperation Mechanisms for Effective Public Management



Peer Review Mechanisms for Effective Public Management: the case of the Organisation for Economic Cooperation and Development - OECD

Martin Forst

Head of the Governance and Partnership Division
Dirección de Gobernanza Pública - OCDE

The presentation was centered on political dialogue and peer revision mechanisms in public management of the Organisation for Economic Cooperation and Development (OECD) and on the technical assistance provided by this organization to other international agencies and/or groups of countries, such as MENA (*Middle Eastern and North African*).

The speaker started by explaining the purpose of the OECD to support and collaborate with its member countries providing different frameworks of public management, especially those related to topics such as innovation in public sector, open government and transparency, integrity and fight against corruption, accountability, regulatory frameworks for the promotion of growth, innovation and justice procurement and regulating institutions, innovation to create new rural and regional paradigms, among others.

To accomplish this mandate, the OECD uses five governance tools: (a) elaboration of standards and instruments related to public management, (b) development of documents and research that provide evidence and points of reference about public management, (c) advice on public policies, (d) mechanisms of political dialogue and (e) strengthening of capabilities in public management.

Aiming to collaborate with the generation of new knowledge, the OECD elaborates and organizes a wide database together with documents to collect evidence and results about the development of public management. Among them, indicators on governance, opinion polls, regulatory indicators, specialized database based on national public budgets, comparative analysis about employment on public sector, methodologies on peer reviewing and national and international networks of experts, in addition to the knowledge base of the OECD on

other collateral topics such as: economy, employment, social issues, business organization, environment, health, education, etc.

One of the aspects that was highlighted during the presentation was the **advice and peer political dialogue in public management among the members of the organization**. This initiative implies the implementation of a set of rules and procedures that allow the reviewing among countries on different topics of public management in a horizontal manner.

These political dialogue processes are beneficial since they allow access to networks of officials of the OECD country members, the possibility of creating a World Forum on public governance, as well as frequent meetings between the country members at a ministerial level.

They start conceiving a strategic perspective, comprehensive and systematic of the way in which governments develop their work. Taking those evidences as a point of departure, the OECD elaborates diagnostics, analysis, evaluations and recommendations, -adapted to the context of each country- that finally enable the organization to offer advice regarding the construction of a new path that will lead to the implementation of governmental reforms.

In that regard, peer reviewing on public management topics is a powerful tool that may be used to help governments to establish, direct and deliver a strategic vision that would give priority to the country policies besides allowing the development of instruments to provide high quality to public services for citizens and companies.

A process of peer reviewing can also contribute in a significant manner to the growth and competitiveness goals of the countries. Thus, for instance, more efficient public service can

reduce the delivery cost of public services enabling to: “deliver more for less.” Better services to companies with a good regulatory framework may drive business competitiveness, management reforms and budgetary processes that can establish an appropriate framework for public finances, increasing investment and confidence in the market. Finally, structural reforms of the economic sector may be blocked due to insufficient public management capacity to accomplish them.

In relation to methodological aspects, it was said that these peer reviewing processes have different characteristics such as a close association of the process with the applicant country; its adaptation to the political, institutional and cultural context of the reviewed country; the use of information sources within and outside the administration, the leadership and facilitation of an OECD expert team, as well as the participation of expert evaluators from other countries, among others.

Today, peer reviewing on public management processes under the guide of OECD has been carried out in Ireland (2008), Greece (2008-2010, 2011, 2012), Finland (2009-2010), Estonia (2010), France (2011), Slovenia (2011), Poland (2011-present), Colombia (2012- currently running) and Kazakhstan (2012- present), among other much more sectoral initiatives. (figure 5)

The final topic of the presentation was about the MENA- OECD Initiative of Governance and Investment for Development is developed and conducted by members of this organization from countries in the Middle East and North Africa.

This initiative is developed through the conformation of networks and groups of experts (presided by members of the MENA group States) that undertake peer political dialogue

Figure 5
Public Governance Review Methodology



Source: OECD

initiatives with the goal of mutual learning and advice. Technical assistance under 3 different forms result from these dialogues: (a) regional dimension projects (“regional public goods”), (b) specific projects of national scope carried out in different countries –in accordance with their own needs (“national public goods”), and (c) projects developed in multiple countries (“multilateral public goods”).

This initiative has an implementation structure organized by a Steering Group that is in charge of strategic planning and supervision of activi-

ties; Focus Groups responsible for the transversal analysis of political aspects such as gender equality, land use development within the framework of the political dialogue initiatives; Working Groups that develop the political dialogue in the region; and Regional Centers specialized in providing training and instruction to foment regional political dialogue. Today, these procedures have been already applied to topics such as civil service, electronic government and open government, administrative simplification, regulation and budgetary reform, as well as public-private partnerships.



Cooperation Initiatives of the CAF for the Improvement of Public Management in the countries of the Americas

Víctor Rico Frontaura

Corporate Director of Institutional Development and Special Affairs
Development Bank of Latin America - CAF

The presentation began with a brief reflection upon the nature and size of the State in modern economies.

According to Mr. Rico, the different sizes and organizations of the state apparatus in every country of the continent have their justification in national processes of institutional accumulation framed in specific historic experiences of these societies. For this reason, rather than defining the ideal size between a minimalist or omnipresent state and the organizational format that promotes rapprochement with citizens, it is necessary for the state apparatus to work effectively.

This effective operation is particularly important in the era of globalization and “open societies,” where local reality is constantly affected by what occurs beyond its borders. To face globalization challenges, it would be necessary to have a “powerful” state with the capacity

to deliver democratic social benefits and promote economic development and the productive transformation through the emulation of the private sector. As Víctor Rico points out, “effective public management is not just any kind of management. It’s management for development.”

For the Corporate Director of Institutional Development and Special Affairs of the CAF, the priorities of the Development Bank of Latin America are focused on this mission: financing the implementation of 2nd generation social policies and programs and of the needed infrastructure apparatus to deliver such policies and programs; and financing the infrastructure and state capacities to benefit from the existing national and sub national productive vocations.

To fulfill these objectives, the CAF has identified the following priority cooperation areas:

Victor Rico Frontaura

Corporate Director
of Institutional
Development and
Special Affairs
Development Bank
of Latin America
CAF

- Strategic planning support for development, including support for the creation of state capacities for the preparation of Development Plans, Investment Plans and Multi-annual Budgets and follow-up mechanisms.
- Support for intergovernmental coordination, in its horizontal expression (intra-ministry), vertical (among federal and government levels) and/or diagonal (public-private alliances and collaborative governance methods with civil society.)
- Support for the professionalization and civil service ranking, with emphasis on personnel training for strategic nuclei.
- Support for the establishment of new public leadership and management capacity through special programs of strategic governance training (democratic governability, political and social management).

- Support for the implementation of transparency and accountability mechanisms- making sure they don't become a deterrent to public implementation.
- Support for local governments in the "acquisition of capacities that go beyond traditional capabilities for garbage collection and the supply of habitability services" through the program "Cities with Future." This program would have as an objective the creation of capacities and investment in specialized infrastructure for the task of productive transformation for local development in accordance with productive and a long-term vision shared by the supported municipality or district.

Finally, the director highlighted the disposition of the Development Bank of Latin America to collaborate with other involved organizations and countries for the progress of effective public management in the region, framed by democratic governability.



Promoting Innovation for the Public Management

Carlos Santiso

Chief of Division Institutional Capacity of the State
and Institutions for Development - IFD
Inter-American Development Bank - IDB

The objective of the exposition was to report cooperation strategies and initiatives in public management developed by the Inter-American Development Bank (IDB).

Regarding the IDB support to public management, it should be considered that there was an institutional realignment of the entity's actions during 2007. The process lasted until 2009 with the elaboration of a specific sectoral strategy and culminated in 2011, with the creation of the Department of Institutions for Development (IFD).

This Department has two clearly differentiated working sections: institutions for the development of the private sector and institutions for the strengthening of the public sector. The latter has two divisions which are: Fiscal and Municipal Management (FMM) and Institutional Capacity of the State (ICS).

The Institutional Capacity of the State Division (ICS) has the mission of supporting the construction of effective governments for citi-

zens in two concrete cooperation aspects: providing tools for better government, which implies **strengthening the institutional capacity of the State** to offer citizens better results and services; and greater security through the improvement of the provision of critical security and justice services.

Today, the IDB has 39 projects in portfolio with a total of 832 million dollars approved and distributed in 15 operations related to Modern Government, 17 projects about Modern Public Management and 7 operations related to transparency and accountability.

These projects develop service lines such as politic dialogue and technical advice; operational support, loans and technical assistance; applied knowledge and research, special facilities through the Program to Implement the External Pillar of the Medium Term Action Plan for Development Effectiveness (PRO-DEV), the Anticorruption Activities Trust Fund (AAF), ICSF, CSF; and the impulse for dialogue networks and practice communities

Summary of Sessions

Panel 1

Regional
Cooperation
Mechanisms for
Effective Public
Management

such as the Latin-American and the Caribbean Community of Professionals and Experts on Managing for Development Results (CoPLAC-GpRD). (figure 6)

Additionally, the IDB has made an important effort to develop **diagnostics instruments** in different areas such as: the PRODEV Management Evaluation System through Results, the Analysis Matrix of Institutional Factors (MAFI), the Index for Measuring Institutionalality against Corruption (IMIC), the Institutional Diagnostics of Civil Service Systems, the Institutional Capacity Evaluation of National Statistics Systems, as well as the Methodology for the Institutional Capacity Diagnostics for Regulatory Management.

The head of the IFD/IDB emphasized the importance of innovation in public management to close the implementation gap between promulgated political reforms and their effective application, conceiving a continuous process that may result in new services or forms of service provision, the development of new concepts, new policies and new systems applicable to public management.

In this regard, the advance toward the implementation of the so called **third generation reforms**- which implies adopting concepts like management for fiscal responsibility, management for results and management for citizens is being supported.

Today, the IDB team is working on projects related to Modern Government to provide innovative solutions to challenges related to governmental coordination and strategic alignment between the central government and implementing agencies, through the strengthening of the center of government and strategic direction agencies, the provision of instruments to support decision making (strategic planning, control panels, evaluation function), the strengthening of regulating governance and public-private partnerships in Haiti, Brazil, Jamaica and Chile.

Likewise, new forms of more and better service provision to citizens and companies are being developed through integration platforms of services based on interoperability; application process simplification and reengineering processes; shared corporative services and access

to information through different projects in Colombia, Brazil, Uruguay and Chile.

Other important projects are related to the adoption of new technologies to offer citizens better services with concrete actions such as identification management to facilitate access to services and rights; biometry techniques; civil registries inter-connection; vital identification and statistics; digitalization of birth, marriage, and death certificates and provision of online documents in Ecuador, Uruguay and Chile.

On the other hand, with the idea of achieving a Modern Public Management, the IDB is developing projects that allow the use of technologies and management tools to have safer communities. Some initiatives are the application of a geo-referenced statistics system of crime and violence; tools to monitor systematized data that enable the detection of criminal tendencies and preventive actions, and the evaluation of the efficiency of citizen security public policies in Chile, Costa Rica, Colombia, Ecuador and Uruguay.

Other important efforts include: the development of pilot projects in Paraguay and Uruguay aiming to make population census more efficient and effective implementing mobile data capturing devices for census and surveys; the use of geo-referenced data; procedures to reduce mistakes, costs of data recollection as well as result processing and promotion, among others.

A special cooperation line provided by the IDB is the support for the strengthening of civil service to achieve a High Public Man-

agement System for recruitment, selection and performance management; employment conditions; skills and functions management; remuneration and mobility of high public directives in Chile, Peru and Uruguay.

Likewise, during the presentation he referred to the special impulse given by the IDB professional team for the adoption of modern fiscal and financial management systems that imply the assimilation of a budgetary management approach based on results, digital tax administration, financial administration systems, public investment systems, electronic public acquisition systems, together with electronic payment systems in Argentina, Brazil, Uruguay, Paraguay, Jamaica and Mexico.

Finally, the IDB is also working on initiatives seeking cultural openness; transparency and accountability for better government with projects such as open Government; archive digitalization; process automation; performance auditing; risk management; legislative transparency and transparency focused on Brazil, Chile, Paraguay, Jamaica, Peru and Guyana.

As final conclusions of the presentation the speaker mentioned the importance of innovation that ought to exist at all government levels, the strengthening of a government center acting as an incubator and force of change, and lastly, the Bank commitment to the State modernization and innovation of public management being necessary to maximize the interchange regarding government innovations, as well as the State monitoring public management innovation.

Figure 6
 Loans in Execution





Effective Public Management for Democratic Governance

Kevin Casas Zamora

Secretary for Political Affairs
Organization of American States - OAS

The presentation was centered on reporting about the relation between public management effectiveness and democratic governance, as well as on the results and work guidelines of the Department for Effective Public Management (DEPM).

Secretary Casas-Zamora began his presentation with reflection on the advances of democracy in the region and the need to move to a broader concept, such as Democratic Governance. This broader concept implies achieving political institutions that have the capacity to process social demands and conflicts in a peaceful manner, while being fully respectful of the rule of law, as well as political and civil rights of citizens.

In this regard, he manifested that there is still a long way to go in the region, because it is precisely in the field of effective governance where the region, as a whole, can improve its position in relation to other regions of the world. The World Bank governance indicators

show that on a scale of -2.5 to +2.5, the indicator of “governance effectiveness” for Latin America is -0.21, lower than the -0.13 for East Asia and much lower than the +1.49 indicator presented for the group of countries that form Cooperation and Development.

Yet, at the same time and making allusion to an OECD document from 2008, entitled *Economic Perspectives for Latin America*, Casas-Zamora said that in Latin America there are problems regarding management and provision of public services. This becomes evident looking at the weak indicators of social inequality reduction while comparing measurements before and after tax impositions and budgetary transfers. (table 1)

Within the context of these measurements, Latin America presents an indicator of 52 Gini points (indicator that measures inequality regarding income, where 0 equals inequality zero and 100, maximum inequality) before tax col-

Table 1
Governance indicators per region, 2008



Scores (*)			
Region	Government Effectiveness	Control of Corruption	Rule of Law
OECD	1.49	1.64	1.5
East Asia	-0.13	-0.21	0.09
LAC	-0.21	-0.26	-0.54

Note: () Estimate of governance measured on a scale from -2.5 to 2.5. Higher value corresponds to better governance.
Source: Worldwide Governance Indicators, World Bank, 2008*

lection and transfers. The indicator reduces 2 points after tax collection and transfers. The situation in Europe is contrasting, since its Gini index goes from 46 points before tax collection and transfers reducing notably to 31 points after tax collection and budgetary transfers. (figure 7)

The importance of the Organization of American States was emphasized within the framework of democracy promotion and international law instruments such as the Charter of the OAS and the Inter-American Democratic Charter, when promoting public management improvement, understanding the need to move from a classic vision of government reform – in which the maxim “do more, spending less” was advocated, to a much more sensitive vision with interests and needs of citizens. Next, a detailed balance of the (DEPM) achievements was carried out, among them:

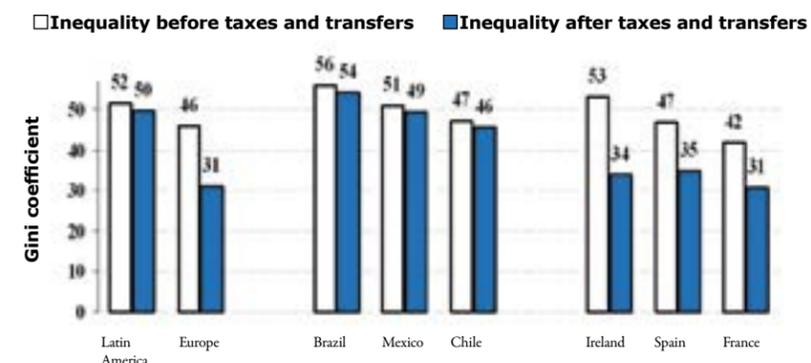
(a) Strengthening of Electronic Government, having created specific products such as Online “Munet” Municipalities, which provides

tools to local governments to improve their institutional administrative processes using information technology; the creation of an Inter-American Network of Governmental Acquisitions that disseminates practices and initiatives to improve this aspect in public management; cooperation provision to improve Land and Property Registry systems; the creation of a Virtual Campus that has trained 10,000 public servants to date in all countries of the Americas on different topics related to public management, among other key aspects that are important for public management.

(b) The Civil Identity Universalization Program in the Americas (PUICA), a program that generates and transmits knowledge to improve civil and identification registry management in the countries of the Americas, as well as fortifying responsible national institutions. The program’s main objective is to eliminate the under-reporting in the Hemisphere by 2015.

Figure 7

Wealth redistribution through taxes and transfers in Europe and Latin America, selected countries, 2008



Source: OECD Latin America Economic Outlook, 2008



(c) The Guides of Strategies and Mechanisms for Effective Public Management (GEMGPE), an effort to compile information about advances and initiatives in public management of the different countries. These “Guides” will be published on the institutional page of the DEPM and contain referential information about topics such as public policies planning, civil service, public policies evaluation, public services quality policies, citizen participation in public management, among others. To date, the elaboration of guides for 8 countries has been completed (Chile, Colombia, Ecuador, El Salvador, Guatemala, Mexico, Peru and Uruguay) and the objective is to finish similar documents in all OAS countries.

(d) Institutional strengthening projects in relevant areas of Public Management in OAS member countries. In this regard, the DEPM has been assisting public entities of the governments of Bolivia and El Salvador in the areas of: strategic and operational planning, process management (simplification, optimization and systematization of administrative processes),

design and/or reorganization of organizational structures (that guarantee process functionality) and quality management (quality standards, quality culture and teams, implementation of quality systems).

Finally, the following general strategies about the future work of the DEPM were mentioned:

(a) To handle public management knowledge in order to convert the DEPM into a point of reference priority topics in the region;

(b) To develop institutional systems and mechanisms to share and analyze public management initiatives among the countries of the Americas, on a voluntary and non-intrusive basis, that help generate mutual learning opportunities;

(c) To multiply the OAS interaction with the public sector and civil society in the hemisphere through the empowerment of the virtual training instruments of the DEPM;

(d) To create expert networks with the idea of promoting political dialogue and cooperation, as well as facilitating idea interchange and spreading good practices;

(e) To provide multilateral and horizontal co-operation through the development of specific projects capable of having a direct impact on public management improvement.

Summary of Sessions Panel 2

Innovative Experiences in Public Management



The Mandate of the Office of the Procurement Ombudsman (OPO) within the Canadian Federal System: promoting equality, openness and transparency in federal procurement

Frank Brunetta

Procurement Ombudsman for the Government of Canada

The objective of the presentation was to present the scope of the Office of Procurement Ombudsman – sui generis entity of the Canadian Government. As an introduction, the speaker informed that in Canada more than 300,000 contracts of almost \$15 to \$20 million Canadian dollars are acquired every year with the participation of various departments such as the Treasury Board, Public Works and Justice, governmental services and more than 100 departments and agencies.

Within this framework the Office of the Procurement Ombudsman was created to resolve problems such as the establishment of a procurement system that was limited to the provision of mechanisms designed for suppliers in charge of small contracts, the absence of a mechanism of neutral dispute of resolution available for departments and providers of contracts of lower value and the lack of a specific surveillance body for federal acquisitions.

The Office of the Procurement Ombudsman is an autonomous entity within the Federal Canadian System responsible for reviewing complaints related to the awarding and administration of contracts; ensuring the existence of alternative mechanisms for dispute resolutions (ADR); and reviewing contracting practices of each department for the acquisition of goods and services.

The office has an independent nature and every year presents a report on the advances and progresses regarding this topic to the Public Works and Governmental Services Ministry. The report is finally presented to the National Parliament.

Its institutional mission is to promote equality, openness and transparency in federal contracting using a methodology that consists of three steps, which are:

- **Educate:** Create consciousness about acquisition and information exchange.
- **Facilitate:** De-escalate conflicts and help resolve issues.
- **Investigate:** Examine and review procurement issues. (figure 8)

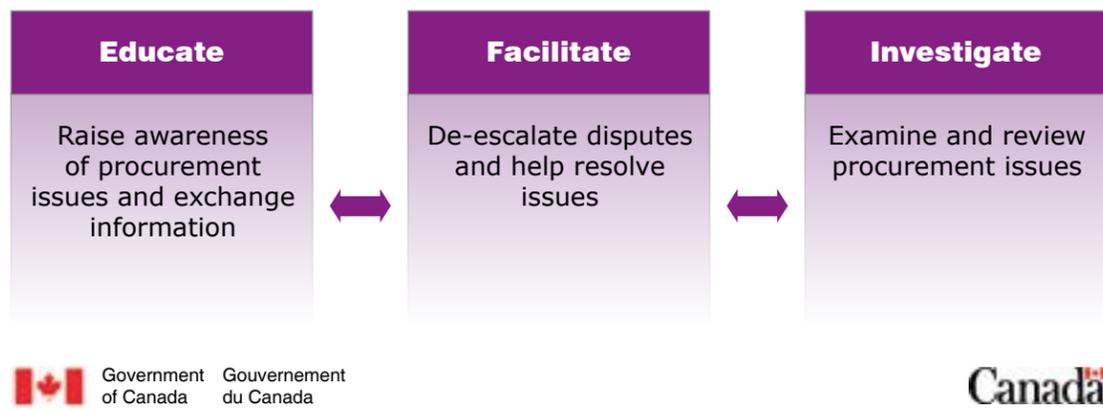
In terms of education, the Office of the Procurement Ombudsman also listens to officials and departments in order to develop new perspectives, and to monitor and share tendencies and developments at an inter-departmental level. To that effect, the office has identified that, in the case of suppliers, the main areas that require attention are: the evaluation and selection of a plan, the strategic acquisition, the contract implementation and the department's lack of action. On the other hand, suppliers and federal officials are worried about the merchant's performance and the training of those involved.

Likewise, the Office of the Procurement Ombudsman facilitates an informal resolution of conflicts promoting dialogues to de-escalate conflicts as well as facilitate diplomatic discussion among departments and/or organizations. It also participates in an Alternative Mechanism of Dispute Resolution (ADR) that was created as an alternative for long litigations and costs with the idea of finding mutually acceptable solutions, that maintain business relations. This mechanism is mainly in charge of the related differences to the application and/or interpretation of the terms and conditions of a contract.

Finally, in relation to the investigations carried out by the Office of the Procurement Ombudsman, it is important to say that they take place with the purpose of listening and responding to the suppliers' concerns and to the compulsory accomplishment of regulation criteria. Investigations begin when Canadian providers present written complains after the contract has been awarded.

Figure 8
Mission and Method

- **OPO's mission:** To promote fairness, openness and transparency in federal procurement (**F:O:T**).
- **Method:**



Public Sector Transformation in Jamaica: Realities and Challenges

Patricia Sinclair McCalla

Chief Executive for the Transformation Unit of the Public Sector Cabinet Office of the Government of Jamaica

The presentation was centered on informing about the scope of the **reform process of the public sector launched in Jamaica, its results and main challenges**. Within this framework, it began indicating that the main challenge of the office is organizing the Transformation Unit of the Public Sector in Jamaica so that it can be adapted to the constantly changing needs of society without losing strategic coherence, nor the continuity of governmental values.

This challenge ought to be confronted bearing in consideration that the world is changing at accelerated pace, especially in economic, political, social and environmental terms. Besides, the speaker mentioned the existence of economic restrictions of national order: between 2010/2011, Jamaica had an extremely large fiscal deficit (approximately \$74.2 million Jamaican dollars) that has contributed to elevate the level of the total public debt to 130.7% of GDP, with interest payments of \$128.4 million Jamaican dollars. It is a very complicated fiscal situation, since the current public sector expen-

diture is the second most important assignation of the national budget –immediately after the expenses of the service of public sector debt.

During the diagnostics phase initiated in 2010, some “bottle necks” that motivated the need of a comprehensive administrative reform process, were identified. Among them a bulky bureaucracy, the duplication or overlapping of mandates and functions, obsolete systems and structures, complex processes with high transactional costs, archaic status and representations, lack or absence of initiatives and electronic government mechanisms, and –therefore- limited financial and material resources.

With this diagnostic it was conceived that the public sector transformation implies a rationalization and restructuration of government functions with the introduction of new forms of governance to increase efficiency and profitability which are manifested through better performance and productivity, a more effective and efficient service, high levels of transparency

and responsibility, and adequate use of funds and public resources as well as more sensitivity toward people who are being served.

The posed objectives in this process are to achieve a gradual transition toward a transformed public sector through the change of ideas, attitudes, beliefs and behaviors; a favorable environment for effective governance, an effective framework for accountability, quality customer service and integrated and compatible information systems. (table 2)

An important framework for this process was the creation of a Department for Strategic Human Resources Management (SHRM), whose objective is to create a regulated and standardized policy in all human resources management processes of the country- reaching topics related to the pension contribution system. In that regard, the need of completing training to increase the public sector productivity was established.

Likewise, the need to build a future vision related to Information and Communication Technologies (TICs) was mentioned, with the idea of applying them to public management, thus improving services provision to citizens as

well as the management of internal administration processes of the country.

Among the main achievements to date, the speaker highlighted the elaboration of a plan for management and rationalization of the public sector that established committees in each ministry to direct the process together with the creation of administrative regions in each sector, distributed throughout the country. Other important accomplishments include the approach and sponsorship of international organizations linked to development, the realization of a Public Sector Census and the establishment of census-counting for employers (E- Census).

Finally, some strategies to improve regional cooperation in public management were suggested, among them: (a) to establish an expert community to interchange innovative ideas and collaborate with the resolution of institutional problems; (b) to establish a small panel of public administration experts to give specific assistance on public management to different countries; (c) to identify possible funds for research, publications and expert visits; (d) to share positive public management experiences and methodologies and (e) to provide internship programs, among others.

Table 2

Goals of the Transformation	
1. A smooth transition to a transformed Public Sector through change in ideas, attitudes, beliefs and behaviours.	5. Quality customer service - improvement in service delivery.
2. An enabling environment for effective governance.	6. Proper resource management.
3. An effective accountability framework.	7. Integrated, compatible Information Systems.
4. Performance-based management.	8. The optimum size of the public sector for efficiency.



Compliance management methodology: Experience of the first: 'Delivery Unit' in Chile

Carlos Ríos Canales

Coordinator of the Presidential Compliance Management Unit of the Government of Chile

The objective of the presentation was to present the operation of the Presidential Compliance Management Unit of Chile -a new department in charge of giving follow- up and promoting compliance of the principal electoral promises of the President of the Republic.

In that sense, it was said that the current government -through the Ministry General Secretariat of the Presidency- created a **permanent evaluation system and control of results**, in the form of a "delivery unit" that periodically informs the President of the Republic about the progress of its engagement in strategic areas such as: employment; public security; education; health; poverty; democracy; decentralization and modernization of the State.

This system seeks to resolve the complexities of the public sector that usually challenge traditional strategic planning methods, processes and execution.

Among these complexities we have: (a) the political nature of the public sector that allows leaders to change their public policy priorities in relation to power balance -altering the development and impact of projects previously selected as a priority; b) lack of definition regarding the objectives and metrics expressed in general terms as "general wellbeing", "social justice", which are difficult to monitor and implement; c) motivations from less transparent actors than in the private sector; d) procurement and resource assignation methods that are less agile than in the private sector, among others.

Aware of these difficulties, the Presidential Compliance Management Unit of the Ministry General Secretariat of the Presidency of Chile, seeks to ensure the achievement of the goals of the government program developing and promoting a systematic application of work routines and objective data use to improve compliance in the primary axes of the government agenda.

Carlos Ríos Canales

Coordinator of the Presidential Compliance Management Unit of the Government of Chile

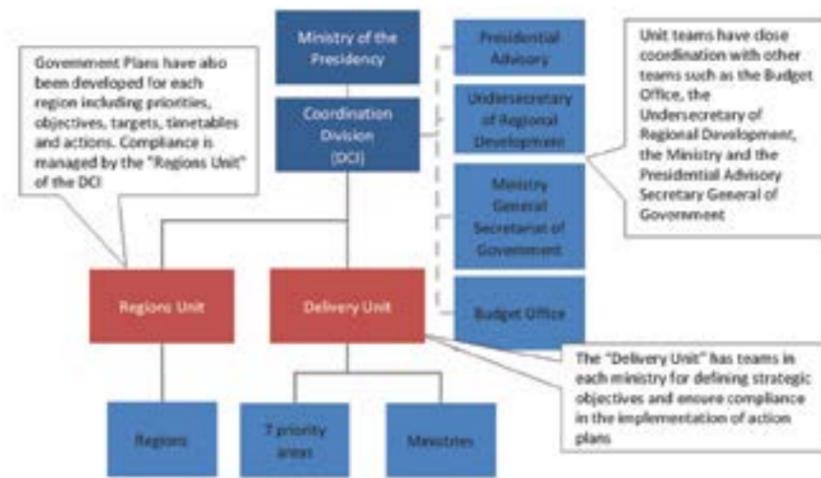
With this purpose, its work pillars are: to maintain focus on a reduced group of high priority areas; to define concrete goals for each work axis in line with the aspirations of the government program; to determine responsibility and provide management support and monitor its performance using objective indicators; and finally, to promote a results-oriented culture that pursues ambitious urgent goals.

To show the usefulness of this initiative, the plan of the current government of Chile was mentioned. It has the goal to reach a development level similar to that of countries such as Portugal or the Czech Republic for the year 2020. To achieve this, Chile has to maintain annual growth of 6% to attain the development in 2018.

Goals in priority areas were defined; for instance, in education where it is sought to close the gap with the average of developed countries; and follow a similar scheme in each of the priority areas of the government.

To date, the government has obtained important results like: maintaining the macroeconomic balance and reducing the structural fiscal deficit to 1% of the GDP during term of office; duplicating the investment in science and technology for the end of term of office, from 0,4% to 0,8% of the GDP; creating 100 thousand new businesses during the term of office; reducing the required administrative processes to create a new company from 27 to 16 days; duplicating the participation of the tourism sector in the national economy from 3% to 6% of the GDP, among others. (figure 9)

Figure 9
How is it structured the “Delivery Unit”?



Chilean Government | Ministry of the Presidency | Organization of American States

International Seminar | 21.09.2012

Summary of Sessions

Panel 2
Innovative Experiences in Public Management



Information Technology in Public Management in Colombia

Jean Philippe Pening Gaviria
Director of Infrastructure and Sustainable Energy
Department of National Planning of Colombia

The presentation started with a reflection on the traditional relationship between citizens and public administration exemplified by waiting in line for public services and the waste of energy in processes that were not planned to make people’s lives easier, making them perceive the State as something distant and hard to understand.

Aware of the need for change, the Colombian government focused its efforts on the creation of a strategy that showed citizens a new way of relating to the State. This strategy was stated in the Decree 1151/2008 that establishes the general guidelines for the **implementation of electronic government**. The objective is to generate initiatives that bring citizens closer to their public entities using electronic means, seeking: (a) service efficiency, (b) participation spaces to listen to citizens and (c) to make the work of public servants more transparent.

This strategy has five differentiated stages, organized according to a development timeline

that began in June 2008 and is planned to finish in December 2012:

- **Online Information Stage:** It is the initial stage in which entities enable their own websites to provide online information, together with basic search plans.
- **Online Interaction Stage:** It is the stage in which two-way communication is set between entities, citizens and companies with online consultation and interaction with public servants.
- **Online Transaction Stage:** It is the stage in which electronic transactions are provided for the procurement of products and services.
- **Online Transformation Stage:** It is the stage in which changes to the way entities operate are made, in order to reorganize services around the needs of citizens and companies, with *Ventanillas Únicas Vir-*

tuales (Virtual One-Stop Windows) and through the use of the government intranet.

• **Online Democracy Stage:** It is the stage in which citizens are encouraged to actively participate in the decision-making process of the State and in the construction of public policies taking advantage of information and communication technologies.

Together with this effort, in 2010 the government presented the *Plan Vive Digital* (Live Digital Plan) whose objective is to promote the massive use of the Internet in order to progress to Democratic Prosperity under the conviction that it is through Internet massification, technology ownership, the creation of direct and indirect ICT employment, that they will be able to reduce poverty, increase the country's competitiveness and advance to Democratic Prosperity.

This plan has concrete goals to be accomplished in 2014 like tripling the number of municipalities connected to the Internet; connecting 50% of the MIPYMES (micro, small and medium companies) and 50% of the homes to the Internet and multiplying by four the number of Internet connections.

To reach these goals, the plan *Vive Digital* will develop the country's digital ecosystem promoted by the Ministry of Information Technology and Communications (MINTIC), which was awarded with the GSMA "Government and Leadership" prize. This award was granted for increasing broadband connections in the country, from 2,2 million to almost 5 million in a year and a half.

Within the framework of this plan, online government plays a fundamental role since it contributes to the construction of a more efficient, transparent, participative State, as well

as to the provision of better services with the collaboration of the entire society through the ICTs. Thus far, one of the main developed initiatives is the Portal of the Colombian State, a web tool that enables to upload and update contents and information of administrative processes and services offered by entities of the Colombian State, in a national and territorial order. Its objective is to be the sole point of access to this information and takes into account that the user does not need to know the structure of the State in order to access the information.

Through this portal it is already possible to carry out more than 800 administrative processes and services; access a complete directory of entities; interact with entities in specific participation spaces; use of social networks, among others.

Another important initiative is the Online Territorial Government (GELT), which is an Internet tool designed to help local and state governments to set up web pages, allowing them to show information and be accountable to citizens. Likewise, the strategy provides mentoring and training for local administrations to create and maintain their own websites establishing institutional foundations for Colombian local and state governments to begin the path to online government and move forward to the stages of the Online Government Strategy.

Today, Colombia is leader in Latin America in electronic government, as shown by the 2012 Electronic Government Global report by the United Nations Department of Economic and Social Affairs of the Division for Public Administration and Development Management (UNDESA), which positions Colombia as the first country in Latin America in online participation and sixth in the world. In 2010,

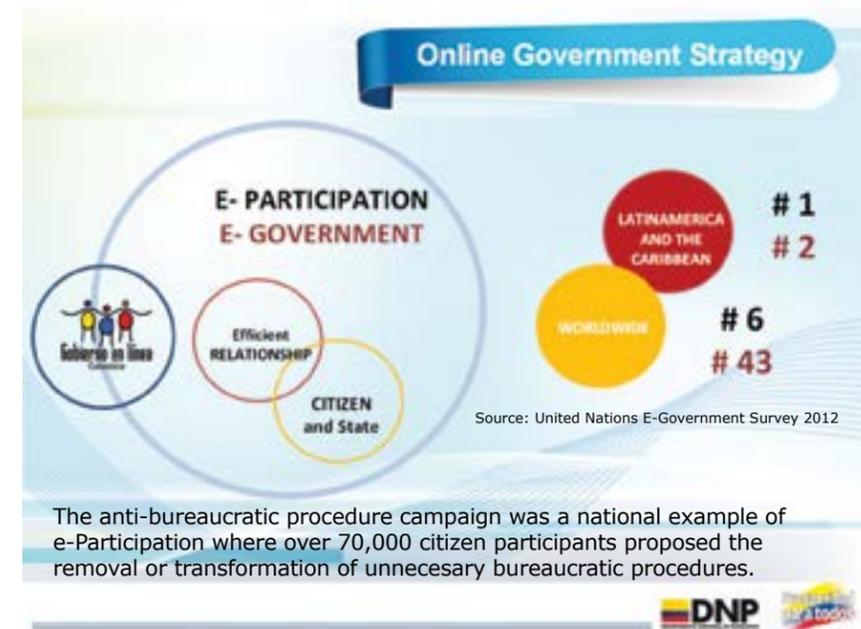
the country was in 26th place. Likewise, in the e-government index, was ranked second in Latin America and the Caribbean and 43th in the world, after Chile which was 39th.

Furthermore, in recent years Colombia has pushed forward different channels of citizen participation through social media. For instance, The Ministry of Transportation and the National Roads Institute through the use of text messaging allows access to the information system about the state of roads, closings, construction and the road situation in general. Also, through Twitter, for an hour three times a week, citizens can talk about a topic related to the good use of technology and the existing possibilities for the improvement of public services.

As a final reflection, the speaker expressed that online government goes beyond simple service provision through the Internet, being necessary to reinforce actions and efforts in the development of new administrative capacities, managing change, adjusting regulatory frameworks, and broadening technological developments; all of this in a general framework of public administration modernization.

Finally, advice to develop regional work was suggested, like the articulated definition of online government policies; regional electronic administrative processes; common technological standards; regional information security plans; cyberdefense and cybersecurity articulated strategies; networks of experts, among others. (figure 10)

Figure 10
 Online Government Strategy



Conclusions



María Fernanda Trigo

Director of the Department for Effective Public Management
DEPM/SPA/OAS

1. Democratic governance is a permanent construction that gains legitimacy with effective public management.

- Democratic governance –understood as the political institutions’ capacity to process social demands and conflicts in a pacific manner, apart from being fully respectful of the state of law and the political and civil rights of citizens- is reinforced if democratically elected governments have a government apparatus capable of delivering and responding to citizen demands in a transparent, efficient and effective manner, in a sustainable way.
- Due to this reason, one of the current challenges of our countries is to find initiatives that guarantee the efficient, effective and transparent provision of public services, as well as the incorporation of all society segments in the development of public policies. All this within the framework of a profound democratic agenda sustained in the Inter-American Democratic Charter, among other international law instruments.
- In the same way, we also need citizens to have active participation in the construction of a democratic society. This is, assuming co-responsibility on the exercise of citizenship, which implies the recognition and exercise of rights, but above all, the fulfillment of duties without which life in society would not be possible.
- In sum, we conclude that it’s important to move to a full citizen democracy. This means achieving public management whose sole objective is not providing services to citizens, but doing public management with citizens.

2. The countries of the Americas have developed initiatives to reform their administrations that need to be disseminated and shared.

- During the morning we heard interesting innovations in public management from different countries, whose officials have joined us. These innovations could be shared and disseminated and, if it be the case -bridging political and institutional differences between our countries- could be considered as options for future initiatives of institutional reform.
- This is the spirit of this type seminar and that's why I would like to highlight, for example, the Project Administration Model for Innovation in the Public Service of Mexico, which is based on government evaluation through performance and quality procedures measuring of the processes by means of diagnostics and citizenship participation.
- Similarly, it was very interesting to learn about the process of the State Transformation of Ecuador (2007-2012) and the way in which they have launched a set of reforms derived from the definition of the National Vision *Buen Vivir* developing truly innovative initiatives such as that of the Coordinating Ministries.
- In this sense, the presentation of Mr. Ortega from Colombia, about the improvements in the tax collection processes carried out by the National Tax and Customs Office DIAN, show us the need to undertake reforms that help sustain governments through taxes, and that also contribute to the reduction of inequality among our populations. A great experience and work that deserves to be known by the rest of the countries of our region.
- The presentation of Mr. Brunetta in the afternoon showed us the work of a very particular institution, which is the Procurement Ombudsman from Canada, in charge of seeking transparency of federal acquisitions, establishing, for the purpose, different methodologies and mechanisms for its performance. Certainly a very instructive presentation that prompts further study on the topic and its ability to be replicated.
- Likewise, the presentation of Patricia Sinclair McCalla, from the government of Jamaica, exposes important efforts carried out by the government to reform its administration; among them, she mentioned the elaboration of a Strategy to Restructure the Public Sector and a National Plan of Development with a vision toward 2030. In this regard, we noted the suggestion to establish a community of groups of experts to share innovative ideas and allow collaborating in problem solving.
- In that sense, it was very interesting to know the experience of the government of Chile that has created a "Delivery Unit" as a specialized unit in management techniques, aiming to ensure the accomplishment of government program goals, applying work routines and the use of objective data applicable to the institutions of the Southern Cone country. Undoubtedly, it is an important contribution and innovation.
- Finally, I would also like to gather the contributions reflected on the presentation made by Mr. Pening from the National Planning Direction (DNP) of Colombia related to the *Plan Vive Digital* and the Colombia on Line Strategy that has allowed the development of different initiatives of electronic government, being a transparency and participation tool of the Colombian State.

3. There are opportunities to improve cooperation among multilateral cooperation agencies in terms of public management.

- The presentations of the distinguished representatives of the IDB, the OECD and the CAF demonstrate the existence of possibilities and spaces of dialogue and joint work among different multilateral cooperation institutions.
- It was very rewarding to acknowledge initiatives such as peer revision processes applied to public management currently developed by the OECD and it was also important to learn about the experience being replicated in other latitudes as is the case of the MENA countries. According to the presentation, this type of mechanism can provide ideas to help overcome problems that are blocking progress as well as generating knowledge in possible topics of future interest.
- Likewise, it was very interesting to listen to the presentation on the activities promoting innovation in public management developed by the Inter-American Development Bank IDB, especially the advances in the construction of analytical and diagnostics frameworks for different topics of public management like the Management Evaluation System through Results, Analysis Matrix of Institutional Factors, among others.
- Victor Rico from the CAF talked about the importance of the coordinated work between cooperation entities and the search for true needs of the countries. In this sense, it was important to recognize the working plans to boost basic public management elements such as planning, policy evaluation, transparency, the strengthening of strategic nuclei of civil service, among others.
- Similarly, from the OAS, our Political Affairs Secretary Kevin Casas gave a presentation about the importance of the exercise and development of democracy, highlighting, at the same time, some of the achievements of our Department for Effective Public Management, such as the Strategic Guides and Mechanisms for Effective Public Management as well as the Transparency and Information Access Guides, the training of more than 100,000 officials on public management topics by the OAS Virtual Classroom or the delivery of more than 5 million identity cards in countries of the region.
- In this sense, we consider it is possible to establish working models that allow the combination of the comparative advantages of each of our institutions. In other words, the work of political dialogue as well as the work to promote cooperation in democracy of the OAS are opportunities for cooperation and financing that other cooperation organizations, as well as cooperation institutions of donor countries, can offer.
- From the OAS and the Department for Effective Public Management (DEPM) we are respectfully proposing to carry out a set of working meetings with different entities that had the kindness to collaborate in today's seminar, in order to establish agendas and future working commitments in more detail.

4. There are opportunities to create institutional cooperation mechanisms to fortify horizontal and multilateral cooperation among the countries of the Americas.

- We consider that there is a possibility to advance to new cooperation levels taking into account the experiences of countries and international agencies presented during this seminar.

- Principally with a greater impulse and facilitation of horizontal cooperation among its members, through much more institutionalized and active mechanisms and strategies in which analytical frameworks of public management and peer revision processes can be considered, which organizations such as the IDB and the OECD are already undertaking.
- To date, this type of mechanism does not exist in our region and the OAS could surely take an important step if, taking advantage of its power to convene as well as its condition as the main political forum in the Hemisphere, it hosted a peer analysis forum where, under equal conditions, mutual respect and avoiding any intromission, countries could, in a sovereign and voluntary manner, share and analyze public management initiatives creating mutual learning opportunities to benefit all countries of the Americas.

Annex I

Agenda of Activities

Innovative Experiences in Effective Public Management and Regional Cooperation Strategies

September 21, 2012

OAS Headquarters – Ruben Dario Conference Room
1889 F Street NW – Washington, D.C.

09:00 AM – 11:00 AM

José Miguel Insulza

Secretary General of the Organization of American States (OAS)

Opening Remarks

Uriel Márquez Carrasco

Under Secretary for Public Service, Mexico

Project Management Model for Innovation in Mexico's Public Service

Pabel Muñoz

Under Secretary General of Democratization of the State, National Secretariat for Planning and Development of the Government of Ecuador

Government of Ecuador State Transformation: (2007 – 2012): Assess and Further Change

Juan Ricardo Ortega

Director of the Tax and Customs Office of Colombia

Institution Modernization and Taxation Practices as a Basic Condition for Good Governance

Questions and Answers

11:00 AM – 11:15 AM

Recess

11:15 AM – 1:00 PM

Panel 1
Regional Cooperation Mechanisms
for Effective Public Management

Martin Forst

Head of the Governance and Partnership Division for Public Governance and Territorial Development of the Organisation for Economic Cooperation and Development (OECD)
Peer Review Mechanisms for Effective Public Management: the case of the Organisation for Economic Cooperation and Development- OECD

Víctor Rico Frontaura

Corporate Director of Institutional Development and Special Affairs for the Development Bank of Latin America - (CAF)
Cooperation Initiatives of the CAF for the Improvement of Public Management in the countries of the Americas

Carlos Santiso

Chief of the Institutional Capacity Division of the State for the Inter-American Development Bank - IDB
Promoting Innovation for Public Management: The Support of the Inter-American Development Bank

Kevin Casas-Zamora

Secretary for Political Affairs for the Organization of American States (SPA/OAS)
Effective Public Management for Democratic Governance

Questions and Answers

1:00 PM – 3:00 PM

Free time for lunch

3:00 PM – 5:00 PM

Panel 2
Innovative Experiences in Public Management

Frank Brunetta

Procurement Ombudsman for the Government of Canada
Office of the Procurement Ombudsman's Mandate within the Canadian Federal System

Patricia Sinclair McCalla

Chief Executive Officer of the Public Sector Transformation Unit, Office of the Cabinet of the Government of Jamaica
Public Sector Transformation in Jamaica: Realities and Challenges

Carlos Ríos Canales

Coordinator of Presidential Unit of Compliance Management of the Government of Chile
Compliance Management Methodology: Experience of the first "Delivery Unit" in Chile

Jean Philippe Pening Gaviria

Director of Infrastructure and Sustainable Energy of the Department of National Planning of Colombia
Information Technology in Public Management of Colombia

Questions and Answers

5:00 PM – 5:20 PM

Conclusions

María Fernanda Trigo

Director of the Department for Effective Public Management (DEPM/SPA/OAS)

5:30 PM – 6:30 PM

Closing Reception

Annex II

Speakers

(in alphabetical order)

Frank Brunetta

Procurement Ombudsman for the Government of Canada

His responsibilities include providing independent assurance and oversight on probity and transparency of Departmental operations. Since becoming a civil servant in 1978, Mr. Brunetta has worked in various capacities at Agriculture and Agri-Food in Canada where he held the positions of Director General, Special Initiatives and Director General of the Audit and Evaluation Branch.

Kevin Casas-Zamora

Secretary for Political Affairs of the OAS

He holds a Ph.D in Political Science from Oxford University. Previously, he held the position of Minister of National Planning and Economic Policy, and from 2006 to 2007 was Second Vice-President of Costa Rica. Also, Mr. Casas-Zamora has worked as Program

Officer of the Arias Foundation for Peace and Human Progress, and as General Coordinator of the National Human Development Report of Costa Rica for the United Nations Program for Development (UNDP). In 2007, Dr. Casas was selected by the World Economic Forum as a member of the Young Global Leaders network.

Martin Forst

Head of the Governance and Partnerships Division of the Directorate for Public Governance and Territorial Development of the Organization for Economic Cooperation and Development (OECD)

Since 1992, he has held various positions within the OECD, such as Head of the Business Development Program and Good Governance for Development in the Middle East and North Africa. Mr. Forst has developed activities related to the strategic development and management of labor issues comprising

indicators of regional governance, as well as promoting the adherence of non-member countries outside the OECD activities.

José Miguel Insulza
Secretary General for the OAS

A trained lawyer, Mr. Insulza holds a law degree from the University of Chile, did postgraduate studies at the Latin American Social Sciences Faculty (FLACSO), and has a master's degree in political science from the University of Michigan. He has held senior positions in public administration in his country. He lived in exile for 15 years, first in Rome (1974-1980) and then in Mexico (1981-1988) following the coup by General Augusto Pinochet. He returned to Chile in 1988. He was Director of the Diplomatic Academy of Chile, Director of Multilateral Economic Affairs at the Ministry of Foreign Affairs and Vice President of the International Cooperation Agency. Under the administration of President Eduardo Frei, Insulza was appointed Minister of Foreign Affairs. In 1999, he became Minister Secretary General of the Presidency, and the following year he became President Ricardo Lagos's Minister of the Interior and Vice President of the Republic. When he left that post in May 2005, he had served as a government minister for more than a decade, the longest continuous tenure for a minister in Chilean history.

Uriel Márquez Carrasco
Under Secretary for the Civil Service of Mexico and representative of Mexico before the Public Governance Committee and the Innovation Observatory of the OECD

He previously worked in Mexican public administration, including Head of the Unit of

Public Management Improvement Policies (2009); Head of Control and Evaluation Audit and Good Governance in the Ministry of Foreign Affairs (2005-2008); Coordinator of the Social Cabinet as well as Coordinator of the Public Security Cabinet in the local government of Ciudad Juárez (2002-2004); and Director of Strategic Planning of the National Direction of Police of Ciudad Juárez (1995-1998). Mr. Marquez has been representative of Mexico before international agencies, having received two (2) United Nations Awards in 2011, regarding Excellence in Public Service granted to the Ministry of Public Administration in relation to corruption prevention and in the category of citizen participation promotion with the project of the contest to identify the most useless administrative process.

Pabel Muñoz
Under Secretary General of Democratization of the State in the National Secretariat for Planning and Development of the Government of Ecuador.

Previously, he held different public administration positions in Ecuador. He has been Undersecretary of the Ministry of Economic and Social Inclusion (MIES); as well as Secretary General for Planning of the Municipality of the Metropolitan District of Quito. His activities have been related to the integral planning for the development of the country. Mr. Muñoz has conducted studies specializing in Regional Development through Decentralization in the Andean Region, led by the International Cooperation Agency of Japan in Tokyo; and the Evaluation of Projects and their Environmental Impact, led by the Institute of Central American Business Administration, INCAE, Costa Rica.

Juan Ricardo Ortega
Director of the Tax and Customs Office (DIAN) of Colombia

Previously, he held senior positions in the public administration of Colombia as Director of Economic Studies at the National Planning Department (DNP) and Secretary of the Treasury in the Capital District. Mr. Ortega has been Senior Advisor to the President of the IDB, Luis Alberto Moreno.

Jean Philippe Pening Gaviria
Director of Infrastructure and Sustainable Energy at the Department of National Planning of Colombia

His responsibilities include guiding, participating and promoting the development, monitoring, control and evaluation of the implementation of policies, plans, programs, studies and investment projects, together with organizations and related entities.

Mr. Pening has held various positions in the Civil Service of Colombia, among which highlight being advisor to the Presidency of the Republic of Colombia (2009-2010), Advisor on the Modernization of the Public Financial Management (2002 -2003), and Advisor to the United Nations Program for Development (UNDP) related to the cadastral areas and evaluation of the housing policies in Colombia (2001-2002).

Víctor Rico Frontaura
Corporate Director of Institutional Development and Special Affairs for the Development Bank of Latin America (CAF)

Previously, he was Secretary of Political Affairs of the OAS (2009-2012). Mr. Rico has performed functions as Director and Undersecretary of the Integration General Direction; Vice-minister of International Economic Re-

lations; Vice-chancellor and consul General-Bolivian Ambassador in Chile. Also, Mr. Rico has been Negotiator for the Bolivian Free Trade Agreements with the MERCOSUR and Mexico and Plenipotentiary Representative in the Ministry of the Andean Community of Nations (CAN).

Carlos Ríos Canales
Coordinator of the Presidential Compliance Management Unit of the Government of Chile

His responsibilities include ensuring the fulfillment of the commitments in the Program for Government under a management model to produce results in the short term. Previously, Mr. Carlos Ríos has carried out activities related to finance and strategic planning in the Management of the Planning and Control of Chilectra. Between 2006 and 2007, he carried out work in the Puente Alto Municipal Corporation responsible for the implementation of a Balanced Scorecard model applied to the management of municipal education establishments.

Carlos Santiso
Chief of the Division of Institutional Capacity of the State for the Inter-American Development Bank (IDB) since 2011

overseeing the Bank's support towards State Modernization, the Strengthening of Management of the Public Sector and the Promotion of Citizen Security and Justice in the Region. He was Sector Manager for the Government Division in the African Development Bank from 2007 to 2011 and consultant in the United Kingdom with regards to government and public finance for the Department of International Development from 2002 through 2007. Mr. Santiso has done work in several countries in the region, in Africa, and even in

several multilateral financial institutions, as well as in bilateral aid agencies related to government policy capabilities.

Patricia Sinclair McCalla

Chief Executive for the Transformation Unit of the Public Sector in the Cabinet Office of the Government of Jamaica

Her responsibilities include directing the rationalization and restructuring of the public sector in Jamaica. Mrs. Sinclair McCalla has chaired several committees related to public management and has provided service as a member of several Boards of the Public Sector. Likewise, she has held previous positions as Permanent Secretary for three (3) Prime Ministers of State and was Director of the National Insurance Plan as well as of the Board of Women's Affairs.

María Fernanda Trigo

Director of the Department for Effective Public Management of the Secretariat for Political Affairs (SPA) of the OAS

Previously, she served as Deputy Director of the Department of Democratic Sustainability and Special Mission of the SPA/OAS. Mrs. Trigo has been working at the OAS since 1999 as part of the initial team for the Summits of the Americas Secretariat, supporting governments in the organization, preparation and negotiation of the documents of the Summits of Quebec (2001), Monterrey (2004) and Mar del Plata (2006).

Annex III

The Department for Effective Public Management DEPM

The Department for Effective Public Management (DEPM) is part of the Secretariat for Political Affairs of the Organization of American States, whose objective is to contribute to make public management more effective, transparent and participative for the “effective exercise of democracy” according to what is established in the articles 2, 4 and 6 of the Democratic Charter, broadening institutional legitimacy of political processes and their democratic governance.

Among other functions, it fulfills the following:

- Strengthens the institutional capacity of governments through the development of tools to support efficacy while exercising public management aiming interdependent goals of democracy and development.

- Promotes the formation of capacities and stimulates a culture of integrity transparency, responsibility, accountability and public information access among State institutions, public servants and citizens.
- Promotes the use of Information and Communication Technologies (ICTs) in governments, to fortify their institutional capacities within the framework of democratic governance.
- Supports the strengthening and accessibility of civil registries to contribute to the civil identity universalization and make effective the right to identity.
- Promotes the development of capacities of public servants and political leaders to strengthen the State institutions.

Annex IV

Press Coverage

Press Releases

- <http://www.oas.org/es/sap/dgpe/seminar.asp>
- http://www.oas.org/es/centro_noticias/comunicado_prensa.asp?sCodigo=C-325/12

Video

- <http://vimeo.com/49923214>

Photo Gallery

- <http://www.flickr.com/photos/oasoea/sets/72157631590215309/>
- http://www.flickr.com/photos/sap_oea/sets/72157631614073170/

The event was also broadcast through the official Twitter account of the Department: @DGPE_OAS and through the hashtag #IEEPM. It was also disseminated in 12 communication means of the OAS member states.



Links

- [The Bahamas Weekly](http://www.thebahamasweekly.com/publish/oas-media-releases/Secretary_General_Insulza_Strengthening_Democracy_for_Citizens_Welfare_is_Most_Important_Task_of_the_OAS24192.shtml)
http://www.thebahamasweekly.com/publish/oas-media-releases/Secretary_General_Insulza_Strengthening_Democracy_for_Citizens_Welfare_is_Most_Important_Task_of_the_OAS24192.shtml
- [Guyana Times](http://www.guyanatimesgy.com/2012/09/25/oass-main-task-is-to-strengthen-democracy-for-citizens-insulza/)
<http://www.guyanatimesgy.com/2012/09/25/oass-main-task-is-to-strengthen-democracy-for-citizens-insulza/>
- [Politics and Polls](http://politicsandpolls.com/pundits/insulza-the-main-task-of-the-oas-is-to-strengthen-democracy-for-citizens-welfare/)
<http://politicsandpolls.com/pundits/insulza-the-main-task-of-the-oas-is-to-strengthen-democracy-for-citizens-welfare/>
- [Myanmar News](http://www.myanmarnews.net/index.php/sid/209356417/scat/b8de8e630faf3631)
<http://www.myanmarnews.net/index.php/sid/209356417/scat/b8de8e630faf3631>
- [Noodles.com](http://www.noodles.com/view/F7681E9E061665A71527A9FA4B7FAB5C1F0BB68C)
<http://www.noodles.com/view/F7681E9E061665A71527A9FA4B7FAB5C1F0BB68C>
- [4 Traders.com](http://www.4-traders.com/news/OAS-Organization-of-American-States-OAS-Organizes-International-Seminar-on-Effective-Public-Management-15218462/)
<http://www.4-traders.com/news/OAS-Organization-of-American-States-OAS-Organizes-International-Seminar-on-Effective-Public-Management-15218462/>
- [Secretaría Nacional de Planificación y Desarrollo del Ecuador - SENPLADES](http://www.senplades.gob.ec/web/senplades-portal/1267)
<http://www.senplades.gob.ec/web/senplades-portal/1267>
- [Noticias 24](http://www.noticias24.com/internacionales/noticia/44768/insulza-la-tarea-principal-de-la-oea-es-fortalecer-la-democracia-para-los-ciudadanos-fotos/)
<http://www.noticias24.com/internacionales/noticia/44768/insulza-la-tarea-principal-de-la-oea-es-fortalecer-la-democracia-para-los-ciudadanos-fotos/>
- [Enloquera](http://www.enloquera.com/?p=20668)
<http://www.enloquera.com/?p=20668>
- [Globovisión](http://globovision.com/articulo/insulza-la-tarea-principal-de-la-oea-es-fortalecer-la-democracia)
<http://globovision.com/articulo/insulza-la-tarea-principal-de-la-oea-es-fortalecer-la-democracia>
- [Código Venezuela](http://www.codigovenezuela.com/2012/09/noticias/global/jose-miguel-insulza-%E2%80%9CEl-objetivo-principal-de-la-oea-es-el-fortalecimiento-de-la-democracia-en-la-region%E2%80%9D)
<http://www.codigovenezuela.com/2012/09/noticias/global/jose-miguel-insulza-%E2%80%9CEl-objetivo-principal-de-la-oea-es-el-fortalecimiento-de-la-democracia-en-la-region%E2%80%9D>
- [Globedia](http://ar.m.globedia.com/oea-asegura-principal-mision-fortalecimiento-democracia-region)
<http://ar.m.globedia.com/oea-asegura-principal-mision-fortalecimiento-democracia-region>

Credits

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