



**Secretariat for Political Affairs (SPA)
Department for Effective Public Management (DEPM)**

REPORT ON THE DOMINICAN REPUBLIC:

**MODEL FOR THE MANAGEMENT OF PUBLIC SERVICES
2014**



**Cooperating countries:
El Salvador and Ecuador**



**Foreign Affairs, Trade and
Development Canada**

**Affaires étrangères, Commerce
et Développement Canada**

**INTER-AMERICAN COOPERATION MECHANISM FOR
EFFECTIVE PUBLIC MANAGEMENT - MECIGEP**

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I. Background

The MECIGEP

1. The Inter-American Cooperation Mechanism for Effective Public Management (MECIGEP) is an institutional mechanism for facilitating peer dialogue and exchanges of experiences and technical cooperation strategies to support the pursuit of national goals and priorities set by each OAS member state.
2. It was created by resolutions AG/RES. 2788 (XLIII-O/13) and AG/RES. 2838 (XLIV-O/14), “Support to member states: Effective public management strengthening and innovation initiative in the Americas”, adopted on June 5, 2013 in Antigua, Guatemala, and June 4, 2014 in Asunción, Paraguay, respectively.
3. Its basic features are that it is formal, permanent, voluntary and open to all OAS member states. It is unique, in that there is no similar mechanism in the hemisphere for dialogue among peers on public management issues.
4. The MECIGEP is based on thematic “rounds”, which are held to address different public management topics, such as, *inter alia*: open government; planning; government budgeting; the Civil Service; coordination mechanisms; policy and program evaluation; transparency and accountability; information and communications technologies; decentralization; quality of public services, and civil society participation in public administration. The topics to be addressed will be decided by the participating countries.
5. It uses analytic frameworks agreed on by all participants to identify the positive elements that every public management process must consider if it is to be effective. For example, incorporating a long-term vision coupled with participatory planning, a professional civil service, or a system that promotes quality public services—all these are positive elements that every public administration should have.
6. As a strictly technical process, it involves only very senior specialists and experts from different countries in the region, who engage in a process of dialogue among member states, with

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the support of the OAS Department for Effective Public Management (DEPM), which serves as Technical Secretariat. The dialogue may take a number of forms, such as visits by experts to countries, videoconferences, document sharing, and so on.

7. After the process is completed, the DEPM/OAS prepares reports outlining, in general terms, the findings of the peer-to-peer dialogue; cooperation needs, and challenges for reform, innovation and modernization of public management.

8. The DEPM/OAS, the donor community and other multilateral organizations may use these reports as the basis for their cooperation with specific projects to implement the recommendations.

The Round

9. On June 11, 2014, the Minister for Public Administration of the Dominican Republic, Mr. Ramón Ventura Camejo, requested the OAS Department for Effective Public Management (DEPM) to conduct a round on the topic of the “Model for the Management of Public Services”. He requested that the team be composed of experts from Ecuador and El Salvador, given their experience with the subject under analysis and the progress they had made on the issue.

In response, the DEPM organized an Expert Group, whose members were Mr. Juan Carlos Galarza, Under Secretary for Innovation of the National Public Administration Secretariat (SNAP) of Ecuador; Mr. Víctor Manuel Iraheta Corrales, Director of Institution-Building and Quality Management of the Technical Secretariat of the Office of the President of the Republic of El Salvador, and Mr. Franz Chevarria, Specialist from the OAS Department for Effective Public Management (DEPM).

10. In June, the Ministry for Public Administration (MAP) forwarded to the DEPM the documentation on the subject to be analyzed, so that the initial instruments needed for the working meetings in the Dominican Republic could be prepared. These documents, which were sent on to the Expert Group, were the following:

- Model Methodology for the Management of Public Services in the Dominican Republic

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- Methodology for implementation of the Model for the Management of Public Services

11. The Dominican Self-Assessment Questionnaire on the Model for the Management of Public Services was then drawn up, based on the documentation forwarded by the MAP and taking into account the MECIGEP procedural criteria. The questionnaire was a consensus document that received important inputs from the Group of Experts.

12. The Questionnaire was sent to the authorities of the MAP for approval. It was basic to the drafting of a preliminary report on the matter, and also laid the groundwork for the *in situ* technical visit, which took place on September 8, 9 and 10 in Santo Domingo, Dominican Republic. The approved Questionnaire was sent in by the staff of the Ministry for Public Administration of the Dominican Republic.

13. The technical visit *in situ* provided the inputs needed for preparation of the present final report.

The visit

14. The Expert Group made the *in situ* technical visit to Santo Domingo as scheduled on September 8, 9 and 10.

15. The purpose of the technical visit *in situ* was to collect information and have the visiting government experts exchange ideas and experiences with government officials of the Dominican Republic, to flesh out the responses to the Self-Assessment Questionnaire and gain further insight into the issues being examined, in order to prepare the final report.

16. On the first day, the head of the Ministry for Public Administration (MAP) of the Dominican Republic, Mr. Ramón Ventura Camejo, received the Group of Experts and gave them an overview of his Ministry's work. He discussed the strengths and challenges of the Model for the Management of Public Services and the progress that his Ministry had made in improving how civil servants performed in providing quality services to the general public.

17. Following the Minister's general presentation, meetings were held for the next three days of the technical *in situ* visit with more than sixty officials from different Dominican entities, in order to gather essential information about the Model for the Management of Public Services, which was the subject of the round of analysis.

II. The Model for the Management of Public Services

18. The Model for the Management of Public Services of the Dominican Republic (hereinafter, "the Model") was developed by the Ministry in order to establish a methodological and conceptual framework to enable the Administration to undertake a process of quality improvement in delivering people-focused public services, considering all of their components and ensuring sustainability through continuous improvement.^{1/} The view of the Ministry for Public Administration is that the goal is "to bring citizens and the community at large closer to the administration of government by providing effective and efficient services, utilizing various channels of information, systematizing processes, simplifying procedures and strengthening society's participation in public management."

19. By way of background, it should be noted that in 2004, the Government of the Dominican Republic developed the PRO-REFORMA Program as part of a set of initiatives covering different Executive Branch agencies, one component of which was institution-building designed to improve the agencies' capacity to respond to the public. One of the activities was development of a Model for the Management of Public Services, which was prepared in a participatory process involving several agencies, and which was based on an assessment of the status of government services, the first version of which was issued in 2006, with a second version in 2012.

20. It should be clarified that this is an operational model for services, and not for the agency as a whole. It proposes six components for action, namely, managing the managers, process management, resource management, communications management, management monitoring, and management of outcomes. Each has specific criteria and indicators that should be taken into account by any agency that applies the Model. Internally, the Ministry for Public Administration hopes that simplification will be the core of the Model, but implementation requires the participation of a number of other agencies.

1. Model, p. 5.

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21. The Model for the Management of Public Services has a methodology for implementation, which begins with an assessment, followed by performance contracts or contracts for results among the heads of the Ministry of Finance; the Ministry of the Economy, Planning and Development, and the Ministry for Public Administration with the head of an agency that will implement the Model; the award of a certificate based on fulfillment of the commitments, and the award of a special recognition under the Prizes for Quality given by the Ministry for Public Administration, EXCELLENCE IN SERVICE TO CITIZENS.

22. For implementation purposes, the Ministry for Public Administration has the support of the Bureau of Business Simplification, which will implement the Model for the Management of Services in the various agencies of the Dominican Republic.

23. It should be noted that neither the Model for the Management of Public Services nor the implementation methodology have yet been implemented, and have been shared only with some agencies, such as, for example, the Office of the Attorney General, which has implemented it as a pilot project that will be useful for all government entities; unfortunately, however, it could not be implemented in its entirety because of budgetary constraints.

24. It should also be said that the Model is not backed up by regulations that would make it mandatory for government agencies to implement it, which is what occurred, for example, with Decree 211-10, which mandated implementation of the CAF Model and the Citizen Letters of Commitment.

25. Lastly, it should be noted that it is the intention of the MAP that this project be implemented as giving importance to public management by focusing it on people, and also as an effort to produce quality in the delivery of public services. Thus, it is felt that implementation should be gradual and incremental, and begin with some agencies, and then produce a snowball effect on the basis of those results, which would encourage other agencies to implement it.

III. The components of the Model

Managing the Managers

26. As per the Model, *“Offering quality public services is an effort that involves a strategic commitment by agencies, or political and policy leadership. Far beyond putting these commitments in writing, what are needed are concrete actions to fulfill the commitments, translated into strategic goals and appropriate public policies driven by real leadership, and carried out by means of methodologies that will ensure a satisfactory outcome.”*

27. Three criteria are proposed for this, namely: i) Programmatic and competency framework, ii) policy and senior management leadership, and iii) strategic planning. The first criterion, programmatic and competency framework, says that in public agencies, political leaders and the most senior managers should focus on the needs of the community and the users of the services provided, and be very clear about a people-centered approach, service delivery and continuous improvement done effectively, efficiently and equitably. On the criterion of policy and senior management leadership, the heads of the agencies are required to include a citizen-focused approach, direct channels to the people, and driving policies from the point of view of quality services in the strategic vision, the setting of long-term goals, the setting of budgets for decisions taken, and so forth. Lastly, the criterion of strategic planning says that the idea of quality of service should be borne to bear at each stage of planning, from the agency’s mission and vision to the core operations of government services.

28. It should be said here that the Ministry for Public Administration has made a remarkable effort to “embed” the idea of quality by means of a variety of actions such as the creation of the prize for quality in public management, which has now been awarded ten times, and the mandatory institution of the CAF^{2/} model and the Citizen Letters of Commitment.³

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2. The Common Evaluation Framework (CAF) is a tool for total quality management developed by the Spanish public administration on the basis of the Excellence Model of the European Foundation for Quality Management (EFQM). Its central premise is that excellence in organizations is achieved through leadership that directs strategy and planning, people, alliances, resources and processes.
 3. Decree 211-10 makes mandatory the use of the CAF Model and the Citizen Letters of Commitment in all of the agencies of the public administration of the Dominican Republic

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29. The Model for the Management of Public Services here seeks to have the agencies engage in an effective planning exercise, which means that they must be clear about: Identifying the product and/or services they provide, who are the users of the agency's outputs, and prioritizing and considering the social policy measures they impact and the outcomes and impacts of the work they do.

30. On the matter of planning, the Dominican Republic has a National Development Strategy 2030, the first line of action of which seeks a democratic State of laws, and provides that: "a democratic State of laws, with institutions that act ethically, transparently and effectively in the service of a responsible, participatory society, ensuring security and promoting equity, good governance, peaceful coexistence and local and national development."

31. In order to achieve that end, the Ministry of the Economy, Planning and Development advises government agencies on how to align their annual plans of operations with the national strategy. Nonetheless, the agencies still need to strengthen certain aspects of their operations, such as improving planning techniques to bring them into line with the budget, and identifying specific agency "products" or deliverables. The Ministry for Public Administration seeks to have agencies include in their strategic planning and annual plans all the resources that can be brought to bear on the delivery of services to the public to ensure the quality of services.⁴

32. As discussed in the interview with officials of the Deputy Ministry of Planning of the Ministry of the Economy, Planning and Development, they are currently engaged in strengthening the National System for Monitoring the National Development Strategy, which will enable achievements to be verified, areas of the administration responsible for implementation to be strengthened and, as pertinent, corrective measures to be taken.

33. As to the criterion of policy and senior management leadership, the Model does not address how the heads of government agencies should be selected, but simply suggests specific competences for first line staff and addresses certain aspects of incentives for them. It would thus be advisable to consider differentiated systems for selection and internal promotion of the professional leadership corps, as is done in other countries of the region such as Peru or Chile.

4. Self-Assessment Questionnaire.

Peruvian Corps of Government Managers

The Corps of Government Managers was created by Legislative Decree 1024 to bring in highly capable professionals, selected through transparent competition, to work in agencies of the national Government and regional and local governments.

The National Civil Service Authority is in charge of this process. It sets the number of professionals to be recruited each time in light of the needs of the public sector, agency requirements and budgetary possibilities.

National public competitions are held in order to attract and select candidates who are qualified to hold leadership and managerial positions. They are evaluated on the basis of professional capacities, ability to learn, emotional balance, commitment to service, and values.

The final stage of the selection process requires those candidates that passed the previous stages satisfactorily to participate in and graduate from an induction course.

Candidates who were chosen through the selection process will enter the Corps of Government Managers and will be available to be assigned to leadership or managerial posts in government agencies that request them.

Government Managers are assigned to the requesting agencies for periods of three years, which may be extended. They receive a basic monthly remuneration depending on their level, which may be up to 30% higher than that of Ministers of State. They also receive special allowances if they must move to a city other than their home town, and incentives for productivity and good performance, which will be awarded for attainment of specific management objectives.

To date, there are 154 professionals who are members of the Corps of Government Managers, many of whom have already been assigned at different levels to different government institutions throughout the country.

Process Management

34. According to the Model, essential to the quality of services is the identification and improvement of processes. Thus, one of its central components is process management, which looks at criteria of efficacy and effectiveness in the delivery of services, improving controls and reinforcing internal mechanisms to respond to contingencies and requirements of new users.

35. In addressing this component, the Model suggests a logical sequence of actions that the public administration should take, ranging from identification and documentation of processes, dissemination of processes, analysis and redesign of processes, and lastly, the design and application of measurable, verifiable performance indicators. El Salvador has been doing all this in its Program of Institutional Strengthening and Quality Management.

Program of Institutional Strengthening and Quality Management in El Salvador

The Secretariat for Strategic Affairs of the Office of the President of the Republic of El Salvador developed a special institution-building and quality management program, which began with a rapid assessment of problems of efficiency and efficacy being encountered by Executive Branch agencies in providing services to the public. It was found that the problems were: excessive wait times for resolving an issue; excessive wait times for helping the public; mistreatment of the public by employees, and cumbersome and ineffective procedures.

A strategy was developed to begin to deal with this poor delivery of services to the public. It had three lines of action, which in the end became a three-pronged strategic program as follows:

- The first strategy: Implementation of agency self-assessment based on the Inter-American Charter of Quality in Public Management.
- The second strategy: Implementation of the management models.
- The third strategy: The model of excellent in management and the Salvadoran Prize for Quality.

The first strategy: Implementation of an institutional self-assessment based on the Ibero-American Charter of Quality in Public Management

El Salvador adopted the Ibero-American Charter on Quality in Public Management as the basis for institutional analysis. The first self-assessment was done in October-November 2010. Thus far, three annual self-assessments have been conducted (evaluating the periods 2010, 2011 and 2012) with 51 institutions using the instrument over the four years.

The second strategy: Actual implementation of the Management Models

The management model adopted focused on organizational engineering in the agencies so that they would become more robust in their operations and more rapid and timely in the services they provide to the public.

The methodology seeks an organizational alignment of agencies, which requires focusing efforts on strengthening strategic direction, continuous improvement (improvement teams and projects) and management by process.

Institutional strategic direction involves organizing the annual operational planning process and creating a comprehensive middle management team. Simple, flexible methodologies were developed for this, based on minimum requirements.

Continuous improvement teams were set up in more than twenty agencies to design and execute improvement projects. The teams are composed of senior staff who are trusted and have leadership skills. They formed a quality network, which gave them a different tone from the large bureaucratic structures. An institutional development and quality management unit was created in each agency to be responsible mainly for strategic direction, process management, continuous improvement, design of organizational structures, alignment of information technology support and quality management.

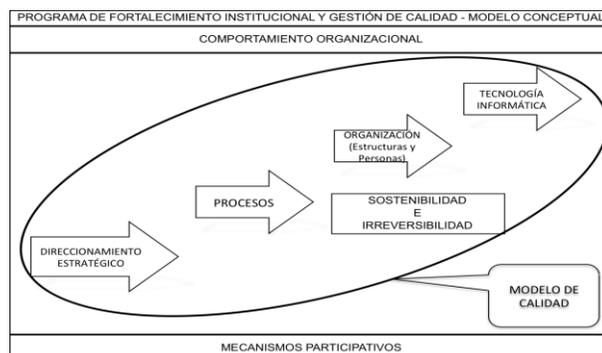
The management by process approach was adopted by fifteen agencies where a special methodology is being implemented: it begins with awareness session for senior and middle management; modeling processes, which means mapping the processes; design or redesign of the process; modeling the process and documenting it, and implementation of the new process with organizational, administrative, IT and other elements. Lastly, the processes are automated.

The third strategy: The model of excellence in management and the Salvadoran Prize for Quality.

Executive Decree No. 134 created the Salvadoran Prize for Quality and Recognition of Best Practices. It evaluates factors of leadership, strategic planning, a client-centered approach, measurement, analysis and knowledge management, a staff-centered orientation, process management and outcomes. The Recognition is designed to encourage best practices and continuous improvement in the agencies, thus promoting implementation of improvement projects and team work, among other practices.

What has been achieved so far is that 51 institutions have completed their institutional self-assessment on the basis of the Ibero-American Charter on Quality in Public Management. Twenty-one of the institutions have adopted the methodology proposed for institutional planning, and three moved forward with designing a comprehensive management team (Ministry of the Economy, Ministry of Tourism, and the Salvadoran Institute for Comprehensive Rehabilitation). Over the period, 144 improvement projects were carried out.

Conceptual chart of the Program^{5/}



36. The efforts of the Ministry for Public Administration (MAP) of the Dominican Republic must be acknowledged. It created a Bureau for Administrative Simplification within the Office of the Deputy Minister for Institution-Building, which will be responsible for promoting the restructuring of administrative processes.

37. In addition, a number of administrative entities, such as the Export and Investment Center, the National Customs Service, and the Office of the Deputy Minister for Small and Micro Businesses (PYMES) have made significant progress. The Export and Investment Center has designed an “investment window”, which has reduced the length of time and steps needed for administrative procedures, thus facilitating the activities of foreign investors, with the support of the main stakeholders and the Ministry for Public Administration. In the case of the National Customs Service, its processes and action protocols have been reorganized and automated under its Organizational Development Department, which is currently working on a single window, the pilot of which will be launched next December. Lastly, the Office of the Deputy Minister for PYMES has undertaken a joint effort with the National Industrial Property Office (ONAPI) and the Chamber of Commerce to reorganize and automate the formalization processes, and is at the point of beginning a mass campaign to publicize this product, which will benefit Dominican small businesses.

38. In general terms, it would be better to call this component “management by process” and not “management of processes or process management”. This is not merely a semantic difference,

5. This information was obtained from the candidacy submitted by the Program of Institutional Strengthening and Quality Management for the First Inter-American Prize for Innovation in Effective Public Management.

but rather means that the agency's form of management is much more comprehensive and is at the very core of the service.

39. Recalling the various working meetings, we think it necessary to say that the leadership role of the agency should be strengthened so that it can extend its services to all of the Dominican government agencies and fully comply with the Model. In fact, the initiatives we have mentioned were processes conducted by the agencies themselves with the cooperation of the MAP. The MAP now has a methodology for simplification, which needs to be shared broadly and implemented in the various government entities that are using the Model.

40. In order to implement the Model, criteria must be established for identifying and documenting processes, in order to find out which processes need to be simplified and in which agencies. The methodology for this has not yet been determined, although in the Self-Assessment Questionnaire, the MAP has outlined a strategy for prioritizing entities where the Model for the Management of Public Services will be implemented, which would take into account criteria such as services of strategic importance for public welfare and competitiveness; services that are critical from the point of view of users' needs; services that are in significant demand; services that are basic to achieving the institution's mission; services about which a significant number of complaints have been received; services where there is a clear agency commitment or where change processes have begun, and/or services where modernization is feasible in the short term.

41. The MAP has a survey dating back more than ten years, which attempted to identify the government processes that were most commonly used and about which the largest number of complaints was received. This tool could be updated or, as pertinent, a new methodology could be instituted as a compass to guide and rationalize the efforts of the MAP.

42. Although some agencies already developed process indicators when they implemented the Letters of Commitment (which provide information to the public on the services and quality of services in terms of times, deadlines, prices, and so forth that the agency is committing to), they still need further improvement in order to really determine how to measure the quality of public services. The Letters of Commitment should be a logical consequence of a process of process redesign and not vice versa.

Resource management

43. Under the Model, the resource management component will optimize the agency's resources to obtain the expected results, control government spending in a way that is measurable and able to be evaluated without sacrificing the public's satisfaction. Various criteria are set, such as human resources, material resources, access resources (web, portal, etc.), information and communications technologies and lastly, economic resources.

44. In the area of human resources, a set of activities are determined to be needed in order to establish the capacities that the organization needs, human resources planning processes, and openness to participatory management. These will make up the definition of an organizational structure that is citizen-centered; fix the profiles and competencies of the posts to be filled by service delivery staff; design instruments for performance evaluation, and staff incentives and training.

45. Materials resources refer to the goods, assets and materials used in the delivery of services, which should be in good condition and thus able to satisfy the public's expectations. Accessibility means efforts to ensure that public services are easily accessible and of cross-the-board quality independently of the geographic location where they are delivered, as well as the various means available for filing government paperwork (web, in person, by phone or other means); technology resources refer to standards for the development of portals and the e-government strategy, and lastly, economic resources mean the rational use of public resources to accomplish the institution's objectives in pursuit of the public interest.

46. In the human resources area, the lead is taken by the Ministry for Public Administration (MAP) through the Office of the Deputy Minister for the Civil Service. Thus far, they have made notable efforts to set up systems for planning, recruitment and organization of a civil service career in the Dominican Republic. If the Model is applied, these efforts would be complemented to the extent that what is sought is to focus specifically on officials who are responsible for attending to the public, and try to give priority to the officials who meet the public face-to-face and for whom the blanket application of the Model could be economically, logistically or administratively not feasible. It should be noted here that the Model already calls for establishing profiles and competencies for recruitment, competency-based selection, ongoing training, evaluation and performance-based incentives.

47. However, bureaucratic and personnel organization structures still need to be developed to respond to the objectives of the Model, particularly, the search for quality and excellence, and therefore to design specific strategies for each agency that implements it, depending on the services that are to be improved. In addition, it must be remembered that the structural designs must be accompanied by personnel planning strategies that will provide each of the units with sufficient, trained staff to ensure the best possible delivery of public services.

48. On this issue, a strategy is needed to prevent conflict to the extent that, as was mentioned in the interviews, it is possible that resistance to structural changes may be encountered in government agencies where civil servants may feel threatened with dismissal, or by changes in their normal working conditions.

49. As to personnel performance evaluation, the MAP has developed a *Manual on results- and competency-based performance appraisal and compliance with ethical and disciplinary rules*, which is administered to staff every year. This manual is used by the Bureau for Work Analysis, the Bureau for Performance Appraisal, the Human Resources Offices of government institutions, institutional planning and development offices, and immediate supervisors in the different areas.

50. The manual evaluates three components, namely: achievement of goals or outcomes; competencies or capacity to do the work, and compliance with the system of ethics and discipline. The outcomes have consequences, such as definitive entry into the civil service; retention in the career service; promotions and secondments; access to training and development programs; recognition and prizes; academic and prestige incentives; job stability; participation in competitions for promotion; the right to promotion; financial incentives, and being let go after two consecutive unsatisfactory evaluations.

51. Without going into too much detail, it may be seen that there is no direct connection between the *Manual on results- and competency-based performance appraisal and compliance with ethical and disciplinary rules* and the Model. Thus, efforts should be made to have the performance agreements signed by each civil servant include items related to the quality of the services offered by the agency to the public and of course, to the objectives and goals pursued by the Model.

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52. In addition, it would be advisable also to set up a mechanism to evaluate the achievements of the agency as a whole in relation to the goals pursued by the Model, but above all, to relate it to the agency's training plans. This would allow for a determination of the shortcomings and needs of the agency as a whole, and also to make necessary course corrections.

53. On the matter of training, there is close cooperation between the National Institute for Public Administration (INAP) and the MAP. INAP offers a broad range of academic courses to all government agencies throughout the country. However, its operational capacities have been constrained by its limited budget, and also because there are other public affairs schools in existence (45 in total).

54. Despite this, in 2005 and 2006, it worked closely with the Office of the Attorney General to provide training on topics related to process management, something that it would be advisable to repeat with other agencies that wish to implement the Model. It would be advisable to strengthen the lead role of the National Institute for Public Administration (INAP) vis-à-vis the other schools, ensure that it is provided with sufficient human and budgetary resources, and establish good relations and coordination with private training offered in universities and training centers in similar fields.

55. It should be stressed that the MAP and the INAP have made a significant effort to establish competencies and classify them by occupational groups and grade levels, and on that basis, have provided a series of training courses to enable civil servants to acquire the training they need for their jobs (see Table). Nevertheless, with regard to the Model, it would be important to set up special training courses for personnel who are to deal with the public when providing services. The courses would go beyond the common competences that INAP provides to all employees at the beginning of their employment. It is also recommended that efforts be made to provide special training on process management issues for the core teams of the agencies that apply the Model. This would help implement the Model and be very useful to it. The experience of El Salvador with this issue was interesting: when the country began a comprehensive plan of rationalization of government agencies, it became necessary to train five officials in each agency who would then become responsible for carrying out the work. Similar kinds of training were provided in Ecuador, with outstanding results.

Table of competencies by occupational groups and grade levels. Source: MAP

MINISTERIO DE ADMINISTRACION PUBLICA COMPETENCIAS POR GRUPOS OCUPACIONALES Y GRADOS						
GRUPO OCUPACIONAL	COMPETENCIAS	GRADO REQUERIDO				
		1	2	3	4	5
I. Servicios Generales	1. Orientación al Servicio					x
	2. Orientación a Resultados			x		
	3. Orientación a la Calidad					x
	4. Iniciativa			x		
	5. Capacidad para seguir instrucciones					x
II. Apoyo Administrativo	1. Orientación al Servicio					x
	2. Orientación a Resultados				x	
	3. Orientación a la Calidad					x
	4. Flexibilidad				x	
	5. Organización					x
	6. Comunicación Efectiva					x
III. Técnicos	1. Orientación al Servicio					x
	2. Orientación a Resultados				x	
	3. Orientación a la Calidad					x
	4. Organización				x	
	5. Trabajo en equipo				x	
	6. Iniciativa				x	
	7. Flexibilidad					x
IV. Profesionales	1. Orientación al Servicio					x
	2. Orientación a Resultados					x
	3. Orientación a la Calidad					x
	4. Organización					x
	5. Solución de problemas					x
	6. Capacidad analítica					x
	7. Sentido de urgencia					x
V. Dirección y Supervisión	1. Orientación al Servicio					x
	2. Orientación a Resultados					x
	3. Orientación a la Calidad					x
	4. Liderazgo					x
	5. Planeación					x
	6. Desarrollo de personas					x
	7. Negociación					x

56. According to the interviews conducted, the Presidential Office for Information and Communications Technologies (OPTIC) has made a major effort to standardize information technology processes in the country's sixty chief agencies, and for that purpose, has developed a number of regulations, including the regulation on interoperability among agencies of the Dominican Government; the regulation on management of social media in government agencies; the general regulation on the use and implementation of information and communications technologies in the Dominican Republic; the regulation on the creation and administration of the Dominican Government's web portals, and the regulation on the publication of open data of the Dominican Government.

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57. In addition to this, OPTIC's participation in various efforts to improve processes, such as the creation of the pilot Single Foreign Trade Window (VUCE) has been notable. It was a specific project that nonetheless could be successfully replicated in other agencies that are moving forward with automating their processes.

58. Access to public services: It must be stressed that in order for this criterion to become a reality, budgetary investments must be made to the extent that changes in infrastructure will be necessary, along with purchases of furniture and other specifics. Here, the Self-Assessment Questionnaire said that this issue has not yet been clearly decided.

59. In addition, according to information gathered from the Self-Assessment Questionnaire, the MAP is in fact considering putting the agencies in the position to make procedures available on line; part of the implementation of the Model will require moving forward with determining which procedures will be considered for launching in those agencies that could serve as pilots.

60. With regard to the economic resources needed to implement the Model, it was said both in the Self-Assessment Questionnaire and in the interviews that no special budget had yet been contemplate for this, since it is still at the design and validation stage. However, it is anticipated that the costs will be covered at the appropriate time by line items in each entity that implements or prioritizes it.

Communications management

61. As per the Model, the communications management component is responsible for producing, gathering and distributing information about services in an appropriate and timely fashion. This component enables the State in its role of provider of government services to interact with the public, meet its expectations and make public commitments as to how it will offer those services.

62. Communications management involves developing items such as **Internal Communications**, which means establishing channels of communications with agency staff and officials, so that they can feel a part of and informed about any topic that the service deals with, and the agency's commitments to the general public; **Inter-agency communications**, to ensure that government agencies communicate among themselves to avoid or address gaps or clashes of

competencies, overlapping of functions and/or costs for the State or citizens; and **External Communications**, which identifies groups interested in the agency's service in order to learn of their expectations, make them part of the management and hear their views about the delivery of public services.

63. According to the Self-Assessment Questionnaire, internal communications involves having the Bureau for Change Management of the Ministry for Public Administration (MAP) sensitize the staff, specifically in the form of courses, workshops, competitions, and so on. While having a special unit for this work is a positive step, still greater innovation might be found by strengthening internal communications in all of the Dominican government agencies. This means strengthening the MAP's lead role in regulatory action, creating greater awareness, technical assistance, and evaluation of public policies.

64. As far as inter-agency communications were concerned, we did not find any specific policy that was focused on communications. However, there are important bodies that provide coordination of the various public policies, chiefly through the Council of Ministers and the Chiefs of Staff for Institutional Policy, Economic Policy, Social Policy, Environmental Policy and Physical Development, Trade and Production, and Investments for Strategic Projects, in which the Ministries and different agencies and levels of government participate.

65. Given these experiences, it would be important to think about a special coordination effort in order to implement the Model. It would necessarily be led by the MAP, with the participation of other agencies linked to the Model, chiefly the lead agencies on Planning, Budget and Control. In addition, it would be important for the MAP to have counterparts in each agency, who would be responsible for the work of modernization. This would certainly help to strengthen the MAP's role as lead agency and would also promote a drive for ongoing improvement in the institutions of government.

66. A significant effort has been made with regard to external communications to publicize the service of government agencies, using a variety of communications methods including, *inter alia*, Intranet, social networks, the mass media, service manuals, institutional portals, and information call centers. In addition, some agencies have developed Letters of Commitment, which summarize the agency's commitments to the public based on their expectations of quality service.

67. Nonetheless, in order to implement the Model, a targeted communications strategy needs to be developed specifically for those segments of the public that receive public services. This targeted strategy should go beyond the agency's institutional communications. Ecuador has made significant strides here by unifying its Web pages, and segmenting and targeting information about government services according to the characteristics of the users.

68. Starting in 2013, a 311 number was created as a special project: it is a dedicated, no-cost phone line set up by the Government of the Dominican Republic to receive denunciations (corrupt, criminal or inappropriate conduct by an institution of the States or by a government official), complaints (disagreement or unhappiness with a particular service delivered by the State) and claims (requiring that agreements or contracts concluded with the State be complied with). It is currently managed by the Presidential Office of Information and Communications Technologies (OPTIC).

69. As reported by the authorities of that agency, while users of the service are very satisfied with it, as demonstrated by surveys about satisfaction with response to calls, the 311 service does not have a system for following up on the complaints and denunciations received, but merely receives them and forwards them to the agencies responsible, which are then responsible for addressing and resolving them.

70. It is important to note that this service is unrelated to the work of the Ministry for Public Administration, but in fact, the information it collects is of singular importance to implementation of the Model, since it enables the quality of the public services and people's satisfaction with them to be identified, and on that basis, priorities to be set for the services that will need intervention.

71. Similarly, while the Office of the Ombudsperson has the constitutional and legal authority to oversee the legality or lawfulness of all acts of the government administration, that is to say, to ensure that the actions of government officials are strictly in accordance with the Constitution and applicable laws, this function has not yet been fully developed, since the Office of the Ombudsperson was recently created and is still at the stage of rule-making and implementation.

72. One opportunity for improvement would be to establish channels of coordination with the 311 line, so as to gather information on services being complained of and attempt to address them, either by acting on the specific case or by issuing specific reports on the matter that would lead to recommendations and corrective policy action.

ECUADOR

Prioritizing Services for Improvement based on Citizen Participation

From June 23 to August 30, 2014, Ecuador launched a competition called *Tramitón*, a campaign whose principal objective was to identify procedures or red tape that people found to be cumbersome, useless, or absurd, and to make the general public experts in current procedural issues. The competition also enabled citizens to propose solutions to the procedural issue they had presented.

The President of the Republic, Rafael Correa Delgado, participated actively in the entire competition, by means of the citizen link-up held every week. Each week during the link-up, government agencies published a procedure that had been simplified, in order to demonstrate change and improvements based on people's own ideas and needs.

A web portal was opened up (www.tramiton.to) for the public to participate in the *Tramitón* competition, with an institutional window for each government agency, so that they could identify citizens' experiences and the solutions they proposed on an ongoing basis, as well as upload short, medium and long-term plans for improvement, which were monitored by the National Public Administration Secretariat.

Prizes were given to people who had identified the most cumbersome, useless or absurd processes and procedures, and had offered the best solutions. The results were presented on the citizen link-up, and prizes were given for excellence in government services, such as the **Tren Crucero** (*luxury train*).

The National Public Administration Secretariat (SNAP) currently holds meetings every two weeks with different government sectors to follow up on their action plans and to inform the public about the outcomes.

In addition, with the advice of Korean technical experts, SNAP is developing a virtual window of services to supplement the existing trade window, so as to give access to age-differentiated online services through a single portal. However, we stress the importance of strengthening the processes that comprise these services prior to developing this type of portal, which represents an additional form of service delivery.

Managing the Managers

73. The Model says that there are important issues to be considered under the managing the managers component. The first is the audit of processes, which ensures that the processes are systematically carried out as provided for in the documents that describe them; the second is an analysis of indicators, to understand how the indicators and processes have evolved, and lastly,

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continuous improvement, which seeks to obtain information to improve quality by measuring the agency's performance of its functions.

74. In accordance with the Self-Assessment Questionnaire, each agency that applies the Model must follow the quality standards for the delivery of services to the public. At the same time, the Ministry for Public Administration (MAP) will conduct the institutional evaluation. Evaluations are currently being done of the agencies' Letters of Commitment.

75. In fact, the MAP now has an Office of the Deputy Minister for Evaluation of Institutional Performance, which in turn has two line agencies: the Bureau for the Evaluation of Quality Management, and the Bureau for the National Quality Prize, which are responsible for carrying out the institutional performance appraisal. A number of instruments have been developed for this purpose, including the Regulations on the Evaluation of Institutional Performance; the Handbook on Implementation of the Evaluation of Institutional Performance, and the Handbook on the Preparation and Implementation of the Institutional Improvement Plan.

76. These instruments have been developed by the current Administration of the President of the Republic, Danilo Medina, and the Minister for Public Administration, Ramón Ventura Camejo. It has two lines of action: evaluation of institution performance, and evaluation of special institution performance.

77. The evaluation of institutional performance (EDI) is an annual process that is based on the agency's self-assessment based on the CAF Model, which is used by MAP to establish indicators of outcome and products which show the expected performance in terms of efficacy and efficiency in the management and quality of the services to the public.

78. The Special Institutional Performance Assessment (EDIE) is a comprehensive process that monitors and evaluates the outcomes of economic and impact indicators set out in the performance contracts signed by the agency and the Ministry of Finance; the Ministry of the Economy, Planning and Development, and the Ministry for Public Administration.

79. As of the date of the interviews, the MAP had trained eleven agencies and five municipalities in the application of these instruments and three self-assessments had been done. This shows the need to strengthen the lead role of the MAP in this area, by enhancing its human

and logistical resources so that it can perform this function better: this is particularly true since there are more than 300 agencies in the entire Dominican Government.

80. It is important to note that according to the design of the institutional evaluation, which culminates with a self-assessment of the implementation of the CAF Model, an improvement plan should be developed in each agency to determine the cause of the problems, propose solutions and do follow-up on all of the proposals. It should be said that while the MAP has developed a Manual for preparation and implementation of the institutional improvement plan, the agencies have not yet implemented it.

81. It is felt, however, that this guide could be improved to include other areas of the MAP that might propose other measures for the improvement plan, such as, for example, the various bureaus of the Office of the Deputy Minister for the Civil Service, the Office of the Deputy Minister for Institution-Building, and the Office of the Deputy Minister for Innovation and Modernization, among other specialized areas. This would enable the agencies to develop comprehensive plans for improvement, and to draw on the expertise and specialized knowledge of other professionals. It would also strengthen the work of the Office of the Deputy Minister for Evaluation of Institutional Performance going forward.

82. One issue to be stressed is moving beyond the idea of evaluation as an audit, and instead to use an analysis of indicators and continuous improvement. This sheds a different light on the process and would encourage government agencies to use it.

83. Regardless of the foregoing, it is clear from the documents reviewed and the interviews conducted that the institutional evaluation process, while related, is not totally linked in. This is therefore something that can be improved in the future.

Management of Results or Outcomes

84. According to the Model, the measurement and evaluation of outcomes and the actions to be taken on the basis of the conclusions should be based on two criteria: user satisfaction, and the internal satisfaction of staff.

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85. **User satisfaction** should be determined by means of a survey as per the Model, and should provide an independent measure of how satisfied users are with the quality of the attention received. The survey should be based on an identification of the quality attributes of the service delivered, and the importance attached to each service. As to **internal satisfaction**, the goal is to have an agency that has achieved and maintained a positive work environment.

86. The Ministry for Public Administration (MAP) is considering assigning the task of user satisfaction to the Office of the Deputy Minister for Monitoring Public Services, which organizationally, would have a Bureau for Management and Citizen Action. As of the date of the interviews, this administrative unit has been developing a project called Observatory on Quality, which it is hoped will be a tool for measuring citizen satisfaction that will fulfill this object of the Model.

87. Both Ecuador and El Salvador have made significant progress in this area. For example, Ecuador has an inventory of government services that was drawn up in 2006 and has given rise to major reforms and to reform and organizational development processes, as part of the work of the National Public Administration Secretariat. As of now, they have been running a competition called TRAMITÓN, which was an effort to find out about those procedures that citizens find meaningless or harmful. It is an interesting way of engaging people and learning of their satisfaction with the services provided by the government administration.

88. In addition, as stated earlier, the use of the 311 number represents an opportunity to find out about citizen satisfaction and for the MAP to take corrective measures on the basis of that information to improve the delivery of government services.

89. As to internal (staff) satisfaction, we did not find evidence of activities responding to this function. It should be noted that the Model does not contemplate the possibility of “reprocessing” the results of these evaluations toward improving institutional processes. The contributions developed in other countries such as Mexico, should be taken into account: Mexico has recently been awarded the Inter-American Prize for Innovation in Effective Public Management for having worked on improving the workplace environment on the basis of surveys conducted in different government agencies.

Survey on Organizational Environment and Culture of the Federal Public Administration of the Mexican Secretariat for the Civil Service

A 2002 project of the Office of the President conducted a survey, by invitation, on the organizational or workplace environment (the current acronym is ECCO) in the principal offices of the Federal Public Administration. It was a paper survey initially conducted in thirty-five agencies, with a sample of a little over 31,000 civil servants.

This innovative practice has now been standardized, and the participation of Federal agencies and civil servants has increased substantially: currently, 279 government agencies participate, with responses from more than 603,000 government employees. Applications are on line, allowing for aggregate results from the entire civil service as well as for each agency and organizational unit.

This initiative has required building a network of inter-agency relations, a network of coordinators of ECCO, with more than 1,600 contacts, ranging from agency heads and senior officials to area directors, department heads and senior liaison officers.

Questions are asked about seventeen factors including, *inter alia*, compensation and recognition; training and development; innovation and change; client orientation and quality; gender and diversity; communications; availability of resources; quality of workplace life; work-family life balance; collaboration and team work; leadership and participation; identification with the agency; values; focus on outcomes, and effectiveness.

The Secretariat for the Civil Service uses the results with the agencies to identify “areas of opportunity” and formalize action improvement programs (PAM).

In 2002, the overall satisfaction index for the Federal Civil Service stood at 73 points, and reached 83 points in 2006. Over that period, the instrument was revised extensively to make it more demanding and reveal gaps where improvements could be made, and as a result, the satisfaction index fell in 2007 to 78 points. Thanks to the annual improvement measures, this overall index has again risen and in 2013 reached 80 points.

This tool informs the President and all of the Federal government agencies about the thoughts and feelings of their civil servants. The measurements or results are an important source of internal information for taking actions for improvement in the workplace and for the operations of Federal government institutions.

* Information obtained from the candidacy of the **Survey on Organizational Environment and Culture of the Federal Public Administration of the Mexican Secretariat for the Civil Service for the second Inter-American Prize for Innovation in Effective Public Management of the OAS.**

III. Recommendations

1. Design a program to operate in those agencies chosen to implement the Model, which will show results over time in a gradual way. In order for the program to be successful and produce a snowball effect, it must show results in the short term. It is therefore recommended that in addition to agencies already prioritized by the Ministry (the Health, Education and Security sectors) other agencies that have already moved forward could be

- included as able to show results in the short term, such as the Customs Bureau and the Export and Investment Center. It is also recommended that a different strategy be established for adapting the Model for the Management of Public Services to sub-national governments.
2. Provide the Model for the Management of Public Services with a regulatory backing, to enhance and to standardize it, and make compliance mandatory in government agencies, as was the case with Decree 211-10, which made implementation of the CAF Model and the Letters of Commitment obligatory.
 3. Publicize the Model for the Management of Public Services as a tool that is useful and necessary to improving the quality of public services. In order to do so, the Ministry for Public Administration may decide on a policy on coordination and diffusion that is based on regulations, communications, awareness programs, training, and so on.
 4. Develop horizontal learning opportunities among those agencies that have already implemented the Model on a pilot basis (Office of the Attorney General) and other agencies, in order to maximize understanding of lessons learned and opportunities for cooperation. Other entities that have not necessarily implemented the Model but that have had some significant experiences with the issue may also participate.
 5. Strengthen the lead role of the Ministry of the Economy, Planning and Development in providing advice and technical assistance on specific issues such as improving planning techniques to bring them in line with the budget, and to identify specific government agency “products” or deliverables. The experience of El Salvador is useful here: it has developed a methodology whereby each agency can conduct its own, differentiated planning exercise that still has “minimum basic content” to ensure that the instruments to be developed are appropriate.
 6. Continue to develop the National System to Monitor the National Development Strategy, as a key instrument for verifying compliance, strengthening areas of government responsible for compliance and, as pertinent, take corrective action.

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7. Highlight the importance of political and managerial leadership in implementing the Model. It is thus recommended that strategies be considered to recruit highly qualified staff to manage the Model for the Management of Public Services. It is suggested that the Peruvian experience on this matter be taken into account.
8. Implementation of the Model requires coordination among the various lead agencies. It is therefore recommended that a special coordination unit on modernization of the State be set up—for example, a Chief of Staff's office--to strengthen the lead role of the Ministry for Public Administration (MAP) and facilitate comprehensive adoption of the Model for the Management of Public Services in government agencies in the Dominican Republic. It is also recommended that protocols be drawn up for interrelations among and joint action by agencies, which would make inter-agency relations much more fluid and be of advantage in implementing the Model.
9. Implement management by process as the methodological tool for intervention by the MAP, under the leadership of the Bureau for Business Simplification. This recommendation is in line with the program of intervention for implementation of the Model. It is recommended for this purpose that those responsible for adopting the Model and in particular its component of process management should be the agency staff themselves, and not outside consultants; the staff could perform this work with training and technical assistance from the Ministry for Public Administration.
10. Update the Manual on government services, so as to determine how many services are provided by the various government agencies in the country, and what they consist of. It is suggested that Ecuador's experience be taken into account here: Ecuador performed a "taxonomy" of public services, establishing different categories and levels of service delivery. Baseline information like this would help determine the initial status of public services.
11. Develop a methodology for addressing the overall question of quality in public management. Such a methodology would connect the institutional strategic direction, the processes, organizational structures, human resources management (professionalization of the civil service) and information technology. Alignment of them would result in a

- management that becomes increasingly robust in quality and excellence, which would also include knowledge management and the construction of e-Government.
12. The methodology for alignment should go hand in hand with two broad strategies, namely, organizational behavior (change management, leadership, team work, communications, etc.), without which no modernization program can be introduced, and citizen participation in public management, in order to strengthen and give legitimacy to government action.
 13. Strengthen the Letters of Commitment as an effective means of relating to the public, and update them as a logical consequence of the redesign and modeling of processes, and not the reverse.
 14. Develop a comprehensive strategy for implementation of the Model, so as to avoid potential conflict with the staff of government agencies whose working conditions might be altered by structural changes in their agencies.
 15. Revise the *Manual on results- and competency-based performance appraisal and compliance with ethical and disciplinary rules* to adapt it to the purposes of the Model for the Management of Public Services. It is suggested that the “performance agreements” include items having to do with the best possible implementation of the Model in the Dominican Republic’s government agencies. These evaluations would necessarily have to be reflected in the training programs that are designed after the performance appraisals have been carried out.
 16. Strengthen the lead role of the National Institute for Public Administration (INAP) over other schools, and ensure that it has sufficient human and budgetary resources. That it also establish cordial relations and coordination with private training programs on similar subjects offered in universities and training centers.
 17. Strengthen the Presidential Office for Information and Communications Technologies (OPTIC), to enable it to provide advice and technical assistance to government agencies that need to automate their processes.

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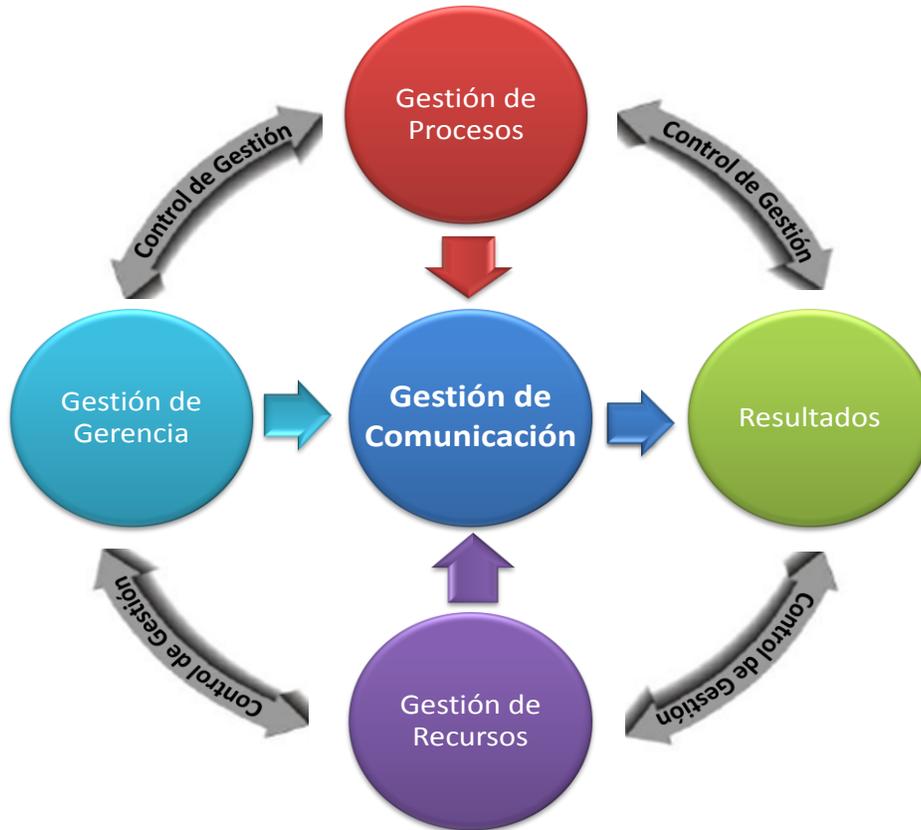
18. Differentiate institutional communications from communications related to the promotion of government services. It is recommended that targeted external communications strategies be developed to serve the different “targets” of the public services. It is suggested that the experience of the Ecuadorian Portal of Public Services, as described in the body of this report, be taken into account.
19. Use the information obtained via the 311 help line on complaints about poor public services to get a picture of the public’s perceptions of the quality of government services. It is also suggested that a system be installed in the MAP to follow up on complaints and ensure they are dealt with promptly. This system could also be used by the Office of the Ombudsperson to help it perform its Constitutional duty of oversight of the quality of government services.
20. Link the CAF Common Evaluation Framework, which is regulated by the Dominican Ministry for Public Administration, to achievement of the goals of the Model for the Management of Public Services that is to be implemented. This would take advantage of the capacities that have been developed this far and be of benefit in achieving the objectives of the Model.
21. Stress the paradigm of the analysis of indicators and continuous improvement rather than an audit. This would focus attention on the management and achievement of outcomes rather than solely on the evaluation of the use of public resources.
22. Develop a legal instrument to regulate and organize the various levels of evaluation that exist in the Dominican Republic, specifying the competencies of the evaluation units and prevent overlap or double evaluations that hinder the work of government agencies.
23. Strengthen the capacities of the Ministry for Public Administration to implement the Manual for preparation and implementation of the Institutional Improvement Plan subsequent to the evaluation processes. It is suggested that other units of the MAP participate in pursuing this objective, such as the various bureaus of the Office of the Deputy Minister for the Civil Service, the Office of the Deputy Minister for Institution-Building, and the Office of the Deputy Minister for Innovation and Modernization, among other specialized areas. This would provide agencies with comprehensive

- improvement plans and would ensure that they have the expertise and specialized knowledge of other professionals.
24. It is recommended that in order to develop an instrument to measure the public's perceptions of government services, strategies be designed to engage the public, such as, for example, a general survey of users of government services (El Salvador has experience with this, using indicators developed for the Millennium Challenge Account). Another strategy might be to open up channels of communication with members of the public to learn of the shortcomings and opportunities for improvement regarding red tape procedures (Ecuador has experience here, with the *Tramitón*), and utilization of the data from the 311 line, among others. All of these activities could be part of the work of the Observatory on Quality that the Office of the Deputy Minister for Monitoring Public Services is carrying out.
25. Conduct evaluations of the organizational environment in government agencies, to find out the views and level of satisfaction of government workers with respect to the operations of their own institutions. This would help identify opportunities for improvement and plans for institutional improvement for those agencies that apply the Model. It is suggested that the experience of the Survey on Organizational Environment and Culture of the Federal Public Administration developed by the Civil Service Secretariat of Mexico be borne in mind.

Components/Criteria of the Model for the Management of Public Services of the Dominican Republic

COMPONENTS	CRITERIA
Managing the Managers	• Programmatic and competency framework
	• Policy and senior management leadership
	• Strategic planning
Process management	• Identification and documentation of processes
	• Dissemination of processes
	• Analysis and redesign of processes
	• Design of indicators
Resource management	• Human resources
	• Material resources
	• Access (WEB, *GOB, .GOB, Portal...)
	• Information and communications technology
	• Economic resources
Communications management	• Internal communications
	• Inter-agency communications
	• External communications
Management Control	• Audit of processes
	• Analysis of indicators
	• Continuous improvement
Management of outcomes	• Satisfaction of the general public
	• Satisfaction of the staff

3.2 COMPONENTS OF THE MODEL



Components / Criteria

		Control de Gestión				
Componentes						
		<ul style="list-style-type: none"> • Marco Programático y Conceptual • Planificación Estratégica. • Liderazgo Político y Directivo. 	<ul style="list-style-type: none"> • Identificación y documentación de Procesos (Mapa) • Difusión de los Procesos. • Análisis y rediseño de Procesos. • Diseño de Indicadores 	<ul style="list-style-type: none"> • Comunicación Interna. • Comunicación Externa. • Comunicación Interinstitucional 	<ul style="list-style-type: none"> • Recursos Humanos • Recursos materiales y accesibilidad. • Tecnología de la Comunicación. • Recursos Económicos 	<ul style="list-style-type: none"> • Satisfacción Ciudadanía
Criterios		<ul style="list-style-type: none"> • Análisis de Indicadores • Auditoría de Procesos • Mejora Continua 				

Schedule for the visit to the Dominican Republic

Monday, September 8		
Time	Topic	Place
8:30 AM	Visit to the OAS representative	OAS Office
10:00 AM	Interview with the Deputy Minister for Institution-Building, Dr. Carlos Manzano	Office of Dr. Manzano, MAP
10:30 AM	Interview with the Minister for Public Administration (MAP)	Office of Minister Ventura Camejo
11:30 AM	Interview with the Director of the MAP Bureau for the Modernization of Government Services and specialists from the areas of Process Management and Management Control (responsible for implementing the Model for the Management of Public Services, identification, documentation, dissemination, analysis and redesign of processes, design of indicators and audit of processes, analysis of indicators, continuous improvement)	Office of Johana Guerrero, Director of Business Simplification
1:30 PM	Lunch	
4:00 PM	Interview with the officer in charge and specialists from the area of Management of Managers (programmatic and competency framework, policy and senior management leadership, strategic planning, etc.) in the Dominican Republic	Office of Deputy Minister Zoraima Cuello, Deputy Minister for Follow-up and Government Coordination
5:00 PM	Interview, National Industrial Property Office	Office of Angélica Santos, ONAPI (809 383-2219)
Tuesday, September 9		
8:30 AM	Interview with the Officer in Charge and specialists responsible for Management of Outcomes (evaluation of institutional performance) in the Dominican Republic	Office of Deputy Minister Pedro Nina, Deputy Minister for Evaluation of Institutional Performance
9:30 AM	Interview with the Officer in Charge and specialists from the area of Human Resources Management in the Dominican Republic	Office of Deputy Minister Donatila Germán, Deputy Minister for the Civil Service

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10:30 AM	Interview with the Officer in Charge and specialists from the area of Communications Management (external communications, internal communications, inter-agency communications) in the Dominican Republic	Office of Mabel Joa, Officer in Charge, Department of Communications
11:30 AM	Interview with the Officer in Charge and specialists responsible for the budgeting system of the government of the Dominican Republic	Office, Deputy Director of Budget, Pena Mancebo
12:30 PM	Interview with the Officer in Charge and specialists responsible for Outcome Management (evaluation of public policies) in the Dominican Republic	Office of Deputy Minister Juan Monegro, Deputy Minister for Planning (MEPyD)
1:00 PM	Lunch with MAP authorities	
3:30 PM	Interview with the Officer in Charge and specialists responsible for the use of information technologies in the public administration of the Dominican Republic	Office of Mr. Armando Garcia, Executive Director, OPTIC
Wednesday, September 10		
8:30 AM	Interview with Deputy Minister Elso Segura, Deputy Minister for Monitoring of Government Services (MAP)	MAP
9:30 AM	Interview, Ms. Marisol Castillo, Consultant	MAP
11:00 AM	Interview with representative of the Ombudsperson	Office, Ms. Zoila Martínez, Ombudsperson
12:30 PM	Interview with the Center for Exports and Investment of the DR	Office of Lill Cruz/Paola Infante, CEI-RD
1:30 PM	Lunch	
3:30 PM	Interview, Office of the Director of Customs	Customs Office (Miguel Barbero 809 793-7905 ext. 2122)
5:00 PM	Interview, Ministry of Industry and Commerce	Deputy Ministry of PYMES 809 567-71922, ext. 2122 809 659-2919) Paloma Corporán

