

Foreword

Colombia is Latin America's third largest economy as measured by GDP (2012) and is endowed with abundant natural resources (OECD 2013). Colombia's booming economy has been accompanied by a strengthening of its political institutions. Significant political reform since the early 1990s, beginning with the adoption of the Political Constitution of 1991, has facilitated the modernisation of economic activity. These reforms, together with the improved security situation, rising mining activity and strong world commodity prices, are supporting robust growth that will likely be sustained over the medium term.

The purpose of this Review is thus to advise the government of Colombia on how to improve its governance capacity to achieve long-term strategic quality-of-life, prosperity and competitiveness outcomes for Colombia's citizens and businesses everywhere in the country and deliver services more effectively and efficiently to them regardless of where they live in the country. In the context of its request to be considered for accession to OECD membership, this Review forms part of a suite of studies the government of Colombia has commissioned from the OECD; the others include a focus on regulatory reform, territorial development policy and environmental-sustainability policy.

This Review reflects the government of Colombia's commitment to good governance, as do other initiatives in this area, including the government's decision to join the Open Government Partnership (OGP). The OGP seeks to ensure a collaborative process between government and civil society as a means to benefit fully from the advantages of citizens' participation in policy-making. Colombia has been highly engaged in delivering on its OGP commitments; these have included the use of ICTs, enhancing access to information, increasing monitoring and accountability, improving transparency and the fight against corruption along with efficiency and service-delivery to citizens, among others. Some of these issues are linked to the areas under study in this Review.

The government of Colombia has asked the OECD to advise specifically on the "how" of effective governance reform, by identifying *international good practices* that can help shape and define specific reforms, and by offering *concrete advice on tools and processes* for enhancing strategic-state capacity under the themes of Centre-of-Government co-ordination, evidence-based decision-making, linking strategy to budget decision-making, multi-level governance, strategic, whole-of-government human resources management, e-government strategies to improve trust in government and strategic approaches to public procurement that focus on this activity as a strategic tool to generate employment and growth across the country.

While this Review does not address every aspect of these themes – for instance, it does not examine issues related to the constitutional division of powers between levels of government or the ideal spatial parameters of its sub-national administration, nor does it address Rule-of-Law issues – it does suggest ways to improve the central government's capacity to identify correctly and address internal and external challenges by enhancing evidence-based decision-making, making efficiency-gains in policy design and service

delivery to meet these challenges, and by mobilising actors and leveraging resources within the central government, across governments and in civil society to achieve integrated, coherent policy outcomes that address these growth and equity challenges effectively as it pursues its development vision for the country.

The closure date for the content reflected in this Review was May 27, 2013, the point at which the draft was approved by the OECD's Public Governance Committee. The findings presented in this Review flow from the standard OECD peer-review methodology of Secretariat analysis of country-provided information and data based on detailed questionnaires and extensive interviews with key country-based central and sub-national government officials, theme-based analyses provided by external academic experts, and comparative good-governance practice linked to the challenges identified in this Review provided by the Peer Reviewers associated with this Review and gleaned from previous work conducted by the Secretariat in Colombia and other countries.

Follow-up to this Review will take the form of an Implementation Plan that will be jointly developed with the Colombian authorities and will be rolled out under the terms of a Colombia-OECD partnership over the course of 2013 and 2014, in the context of the decision by the OECD Council of May 30, 2013 to invite Colombia to join the Organisation.

Acknowledgments

This Review was co-ordinated by Adam Knelman Ostry, project lead, Public Governance Review – Colombia, who drafted Chapters 1, 2, 3 and 5. Chapter 4 was drafted by Raffaele Trapasso. Annex A was drafted by Maria Maguire, under the supervision of Oscar Huerta Melchor. Annex B was drafted by Despina Pachnou, with substantive contribution from Elodie Beth. Annex C was drafted by Adam Mollerup, with substantive contribution from Barbara Ubaldi.

The strategic orientation of the Review was guided by Martin Forst, Head of Division, Governance Reviews and Partnerships Division. Carlos Conde, Deputy Head of Division, Governance Reviews and Partnerships Division, supervised the Review process, including the fact-finding missions, and provided significant comment on all chapters. María Paula Gutiérrez acted as research assistant and contributed substantively to Chapter 1. Significant substantive contributions were made by Elena Martin Cordova (budgeting and audit/control issues) and Jacobo Garcia Villarreal (regulatory issues).

This Review benefited from the wise counsel of an unprecedented number of OECD member-country Peer Reviewers. For the main body of work on centre-of-government co-ordination, evidence-based decision-making and multi-level governance, the Peers were:

- Estonia: Mr. Heiki Loot, Secretary of State, Head of Government Office, Government of Estonia;
- Germany: Mr. Matthias Freundlieb, Deputy Director-General, Federal Chancellery, Government of Germany;
- Spain: Ms. Elena Martin Cordova, Fiscal Advisor, Economic Bureau of the President of the Government, Government of Spain;
- United Kingdom: Ms. Elisabeth (Liz) McKeown, Deputy Director and Deputy Chief Economist, Cabinet Office, Government of the United Kingdom.

For the work on human resources management, the Peers were:

- Canada: Ms. Blagovesta Maneva-Sleyman, independent expert, former Director, Knowledge and Development Management, Treasury Board Secretariat, Government of Canada.
- Chile: Mr. Alejandro Weber, Sub-director, *Dirección Nacional del Servicio Civil*, Government of Chile;
- Mexico: Mr. Raúl Arceo, Head of Unit, Human Resources Policy, Secretary of the Public Service, Government of Mexico
- United Kingdom: Mr. Martin Stopher, Head of Profession for UK Statistics, UK Cabinet Office.

For the work on e-government, the Peers were:

- Canada: Mr. Stephen B. Walker, Senior Director, Information Management, Treasury Board Secretariat, Government of Canada;
- Mexico: Mr. Carlos Viniegra, Head of Digital Government Unit, Government of Mexico;

For the work on public procurement, the Peers were:

- Italy: Mr. Luca Mastrogregori, Head, E-procurement strategies, CONSIP S.p.A., Central Purchasing body, Italy;
- Portugal: Mr. Paulo Magina, Member of the Board, eSPap – Shared Services Entity for the Public Administration, Central Purchasing body, Portugal.

The Review team wishes to acknowledge the significant contribution made by their interlocutors in the Colombian *Presidencia*, in particular Ms. Maria Lorena Gutierrez Botero and Ms. Paula Duran and their team; in the Colombian National Planning Department, in particular Ms. Paula Acosta and her team; in *Colombia Compra Eficiente* (Colombia's public procurement agency), in particular Ms. Maria Margarita (Paca) Zuleta and her team; in the Administrative Department of the Public Service, Ms. Elizabeth Rodriguez and her team; and in the Colombian Ministry of Information's Government-online unit, Ms. Johanna Pimiento and her team.

Administrative and production assistance were provided by Marina Laurent and Katarzyna Weil. David Goessmann prepared the manuscript for publication.

This study is made possible by the generous support of the American people through the United States Agency for International Development (USAID). The opinions expressed and arguments employed herein do not necessarily reflect the official views of USAID or the United States Government or those of the Organisation or of the governments of its member countries.



From:
Colombia: Implementing Good Governance

Access the complete publication at:
<https://doi.org/10.1787/9789264202177-en>

Please cite this chapter as:

OECD (2013), "Foreword and Acknowledgements", in *Colombia: Implementing Good Governance*, OECD Publishing, Paris.

DOI: <https://doi.org/10.1787/9789264202177-1-en>

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