

## Country Reforms Matrix - Colombia

| <u>Lab</u>    | <u>Theme</u>              | <u>Policy Name/Concept/Leading Institution</u>             | <u>Policy description</u>  |
|---------------|---------------------------|--|--|
| Lab 1 - Voice | Engaging citizens         | National Development Plan 2014-2018                        | The <b>National Development Plan 2014-2018</b> outlines the strategic goals for next four years. Citizen participation is included as a cross cutting element for the consolidation and implementation of national policies.   |
|               |                           | Citizen Participation Law                                  | The <b>Citizen Participation Law (2015)</b> defines a new national policy for public participation. It gives responsibility to the Ministry of Labour, redefines participation mechanisms, and requires public service entities to allocation funding for the promotion of participation. It also promotes the use of ICT.   |
|               |                           | Transparency and Right to Access to Public Information Law | The <b>Transparency and Right to Access to Public Information Law</b> makes access to public information a fundamental right, which fosters accountability, participation and better access to services. A separate regulation specifies implementation details, including management instruments, access to information requests, and information that must be proactively published by agencies. |
|               |                           | National e-Government Strategy                             | The <b>National e-Government Strategy</b> will implement ICT in public institutions to enhance services, open government, internal management and security, and privacy.   |
|               |                           | Sello de la Excelencia                                     | The <b>Sello de la Excelencia</b> is a tool that ensures high quality e-solution standards for public entities.  |
|               |                           | Reference Architecture Framework                           | The <b>Reference Architecture Framework</b> incorporates standards, guidelines, and best practices for IT management.  |
|               | Establishing partnerships | e-Government Strategy                                      | The <b>e-Government Strategy</b> promotes Information and Communication Technology use in the public service to better serve civil society and stakeholders. This allows for more inclusive policymaking.  |
|               |                           | Private sector engagement                                  | The Ministry of ICT, through regional e-government projects, <b>promotes private sector partnerships with government</b> . Currently, 32 projects are being implemented with regional and private actors using this program.   |
|               | Integrating groups        |  |  |

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|                | Using ICTs                            | <a href="#">Apps.co</a>                              | The <b>Apps.co initiative</b> allows entrepreneurs to use open data, who develop mobile apps that deliver better services to citizens. 57,030 entrepreneurs have undergone training to learn how to develop these apps, with 896 teams receiving counselling to generate a product, and 158 teams receiving advice on how to grow and consolidate their enterprise. Some app developers are granted access to Verifiqueuse, a digital personal information database.  |
|                | Involving citizens                    | Anti-Procedures Decree                               | The <b>Anti-Procedures Decree</b> using public consultation with citizens and business to streamline and simplify regulations as well as improve the quality of regulations, improve administrative efficiency and fight corruption.  |
|                |                                       | e-Government Roadmap                                 | The <b>e-Government Roadmap</b> was developed in consultation with citizens, including through social media, to identify services most used by citizens. These services are prioritized for automation using Information and Communication Technologies. 13 such projects have been identified and will be reformed over the next 4 years.  |
|                |                                       | Uma de Cristal                                       | The <b>Urna de Cristal</b> initiative promotes citizen participation in several Information and Communication Technology (ICT) policies. This includes a plan that allows citizens to define the way ICT services are delivered as well as on topics related to the National Sports Law, labour service delivery, regulatory frameworks, etc.   |
|                |                                       | Vive Gobierno Movil                                  | The <b>Vive Gobierno Movil</b> project was delivered by the Ministry of ICT in partnership with 35 public institutions representing 14 sectors of government. The project brought app developers together for 'app development marathons' in order to produce apps that address public service challenges.  |
|                |                                       | National Innovation Centre for Electronic Government | The Ministry of ICT has created a <b>National Innovation Centre for Electronic Government</b> , which partners with the UN. This centre promotes innovative policies in order to address or redesign specific public services and help the civil service deliver better services.   |
|                |                                       | e-Government Strategy                                | Part of the <b>e-Government Strategy</b> is to consult with citizens to obtain user's opinions and evaluations of service satisfaction in order to improve e-services.  |
| Lab 2 - Design | Utilizing a mix of policy instruments | National Planning Department                         | In 2010, the <b>National Planning Department (DNP)</b> consolidated the public investment system to include not only information on how much is spent, but also where resources are being devoted and which products/results are achieved. The DNP has been directed to focus on strengthening the planning, programming, follow up and evaluation of planning tools as well as working to make public investments become results oriented. By the end of 2025, 70% of public investment will be budgeting results oriented. 20 standard projects will also receive quality of investment guidelines. |

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|            |  |  | The <b>National Planning Department</b> has instituted a National System for the Evaluation of Performance and Results (SINERGIA), which provides the methodology for evaluation in the public sector. This programme has had three results: first, government goals are being evaluated according to strategic indicators; second, since 2007, 103 evaluations have been conducted, which is used for future design or revisions to public policy; and third, new tools have been developed in order to apply more analytic and technical criteria to decision making.   |
|            |  | National Development Plan 2014-2018  | The <b>National Development Plan 2014-2018</b> makes changes towards budgeting, which guides all planning and public investment for a 4-year period and towards measurable goals. As well, the National Planning Department works with all 24 executive sectors in defining their sectoral plans in accordance with the National Development Plan. This shifts the government's planning to a results oriented approach.  |
|            | Using joined-up government               | National Planning Department and the Ministry of Finance and Public Credit | <b>The National Planning Department and the Ministry of Finance and Public Credit (MHCP)</b> are jointly working to harmonize budget classifiers related to investment and operating expenditures. This will help line planning through results-oriented programs. They are also working to on a National General Budget that is harmonized with the international standards contained in the Fiscal Statistics Handbook.   |
|            |  | National Planning Department   | <p><b>The National Planning Department collaborates with the National Agency for Statistics (DANE)</b> to create standardized measures for products and activities classifications. Particularly, they are developing a Central Classification of Products and an International Uniform Industrial Classification to make information produced more homogeneous and comparable.</p> <p>The National Planning Department is working with <b>several other departments</b> to create a platform that displays information on royalty management, data on the monthly production of minerals, and the liquidation of royalties. This system is called <b>MapaRegalias</b> and allows citizens to view the extent and impact of the resource revenue.</p> |
|            |  | National Development Plan 2014-2018  | The <b>National Development Plan</b> aims to close the gaps and reduce inequality in various regions.   |
|            | Fostering a whole-of-government approach | National Evaluation and Results Management System                          | <b>The National Evaluation and Results Management System (SINERGIA)</b> has been developed over the last 20 years to carry out monitoring and evaluation of policies and programs in order to meet strategic social and economic objectives. Operated by the National Planning Department, SINERGIA has strengthened public policy evaluation through increasing the technical knowledge of officials, providing support for institutions, and adopting international best practices. Through a coordinated process with government departments and agencies, the evaluation process has become standardized and an established practice for the public service.  |

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|                  |                                    | Budgeting for Results                          | <b>Budgeting for Results</b> is one of the main strategies of the Government to create a results-oriented budgeting practice. This allows for the budget document to become a planning tool. In order to do this, the National Planning Department works with 8 government sectors to design the program structure and the core objectives of each sector, which is linked to the National Development Plan.                     |
|                  |                                    | National Planning Department                   | <b>The National Planning Department</b> , supported by the World Bank, is developing the <b>'precautionary principle control' for public investment</b> . This will take the structure, policies and procedures used to achieve government results and avoid misuse or waste. The principle is based on the evaluation of programs, analysing information, including control measures and feeding back into investment planning. |
|                  | Engaging with innovative practices | MapaInversiones                                | Since MapRegalias was successful, the National Planning Department is creating <b>MapaInversiones</b> , which will cover all public budget-funding sources. All information related to public budget funding will be released on one site.   |
|                  |                                    | Visible Audits                                 | The Government has developed a strategy, called <b>'Visible Audits,'</b> which provides audits for the investment of royalty funds as well as promoting good practices with beneficiaries, communities and actors involved in the execution and control institutions. 102 programs have been audited, for a total of \$1.5bn and included 10,696 people through 180 public hearings and 33 working groups.                       |
| Lab 3 - Delivery | Strengthening the civil service    | Department of Public Service                   | The <b>Department of Public Service (DAFP)</b> is reviewing current public sector guidelines in reference to national and international bodies.  |

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|                             |  | National Development Plan 2014-2018 Strategy "Strengthen Public Employment"  | <p>The <b>National Development Plan 2014-2018</b> provides a strategic roadmap, which includes a strategy "<b>Strengthen Public Employment</b>" that pursues excellence in public service, modernizing regulatory frameworks, and bringing added importance to the work of public servants.</p> <p>Actions have been grouped around 4 main strategic priorities:</p> <ul style="list-style-type: none"> <li>• <b>Planning and strategic management</b> – the Department of Public Service is strengthening the registration and systematization of information on personnel. Completion is expected by the end of 2015, which allows for analyses on workforce competency, balance, etc. Also, Constitutional Court Justices are nominated by the President in an open contest and every subnational authority is to have their procurement delegate selected by a merit contest.</li> <li>• <b>Strengthening recruitment and competency management</b> – working on the standardization, accreditation and certification of competencies, a government scholarship to the Colombian School of Public administration, a new model for merit based appointments, job flexibility and mobility, and greater union voice in labour rights and standards.</li> <li>• <b>Enhancing performance and leadership</b> –the Department of Public Service is reviewing the evaluation system, with the possibility of implementing a new system. To increase management and leadership skills, 250 high profile managers will attend a series of workshops in 2015. DAFP also helps evaluate applications, ensuring that merit is the principle for employment.</li> <li>• <b>Strengthening Human Resource Management</b> by unifying legal criteria affecting public employment (wages, personnel management, mobility, etc.) in an attempt to simplify the system. As well, the Department of Public Service's strategic framework is being redefined in order to strengthen its position as a policy leader in civil service matters.</li> </ul> |
|                             | Building a diverse & inclusive civil service | Diverse Public Service   | With regards to persons with disabilities and ethnic minorities, the <b>Department of Public Service</b> is using the public sector review to determine baseline levels. The Presidential Office, in partnership with an NGO dedicated to inclusive actions, is dedicated to inclusive policies towards women and disabled citizens.   |
| Inclusive State Model       |  | The Department of Public Service is also implementing an <b>Inclusive State Model</b> developed by the Saldarriaga Concha Foundation. The resulting guidelines will emphasize the inclusion of people with disabilities but also for anyone who are vulnerable to any kind of exclusion and are willing to access public employment. This 'Universal Design' model allows the public service environment to be accessible without needing to be adapted or redesigned. |  |
| Non-Discrimination Strategy |  | The <b>Non-Discrimination Strategy (2015)</b> promotes inclusive and non-discriminatory hiring practices. As well, this extends to work environments and formal communications.  |  |

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|  | Building trust in government | Reforms to the Civil Service   | The reforms related to strengthening and building a diverse civil service intend to provide better service to citizens and implement public management strategies that are more efficiency, transparent and participatory. This should contribute to levels of confidence and trust. |
| Department of Public Service and the Anticorruption and Transparency Project of the European Union for Colombia, |                              | The <b>Department of Public Service</b> , together with the <b>Anticorruption and Transparency Project of the European Union for Colombia</b> , has initiated an evaluation of the impact of the appointment of Internal Control Chiefs according to merit-based selection criteria. Available in 2016, this will become a baseline measure for future possible reforms. |  |
| Transparency and Right of Access to Public Information Law   |                              | The <b>Transparency and Right of Access to Public Information Law</b> and new reforms strengthening the right of access to public information and civic engagement are being analysed to establish baseline indicators for use in future reforms.  |  |
| Single Report of Progress in Management  |                              | The <b>Single Report of Progress in Management</b> created a set of indicators to identify baseline progress made by public institutions of the executive branch.  |  |
| Access to Public Information Law   |                              | The <b>Access to Public Information law was implemented in 69.9% of executive branch sectors.</b>  |  |
| National Transparency Index  |                              | The <b>National Transparency Index</b> , governed by the NGO Transparency for Colombia, showed positive results in many areas. A global grade of 68.7/100 was given, while competency and coherence of the public service was rated 78.8 and the ratio of public servants dedicated to missional functions and those dedicated to support functions was graded 77.4.     |  |
| Survey of Institutional Performance  |                              | The <b>Survey of Institutional Performance (EDI)</b> annually monitors the perceptions of civil servants to institutional environment and performance.   |  |

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|                        | Reaffirming the core values in the public service          | Managing the relationship between citizens and state | <p><b>The following commitments have been made to produce better instruments to manage the relationships between citizens and the State.</b></p> <p>The <b>Transparency Regulations to Guarantee Access to Public Information</b> set the criteria for transparency and access to public information based on international standards. It also defines a broad group of actors who are responsible for implementation, which include national/local governments, autonomous organisations, political parties and private organizations.</p> <p>Civic Participation and Accountability – The <b>Democratic Participation Law (2015)</b> promotes the right to participate in political, administrative, economic, social and cultural life. This provides citizens with more democratic mechanisms to exercise control over government and representatives. Along with political reforms, this law also creates incentives to enhance citizen participation, including participatory budgeting, consultation, the creation of a National Council of Citizen Participation, and new ‘Prosperity Alliances’ with community groups to discuss social and environmental impacts of policies.</p> <p>The <b>Analysis of Normative Impact (AIN)</b> was developed in 2014 as a policy document to strength confidence, effectiveness and transparency of regulatory frameworks. This includes 5 strategies aimed at strengthening the social and economic efficiency of regulations and relies on the executive to implement.</p> |
|                        | Establishing gender balance in the civil service           | Gender balance                                       | <p>Since 2000, it is <b>mandatory that women occupy a minimum of 30% of executive and public management positions</b>. The Department of Public Service (DAFP) determines compliance on a yearly basis.</p>  |
| Lab 4 - Accountability | Developing a coordinated government-wide evaluation system | National Evaluation and Results Management System    | <p>The <b>National Evaluation and Results Management System (SINERGIA)</b> has been developed over the last 20 years to carry out monitoring and evaluation of policies and programs in order to meet strategic social and economic objectives. Operated by the National Planning Department, SINERGIA has strengthened public policy evaluation through increasing the technical knowledge of officials, providing support for institutions, and adopting international best practices. Through a coordinated process with government departments and agencies, the evaluation process has become standardized and an established practice for the public service.</p>  |
|                        | Strengthening performance management                       | National Evaluation and Results Management System    | <p>The implementation of the <b>National Evaluation and Results Management System (SINERGIA)</b> means that evaluations are regularly conducted in order to determine the performance of policies and programs. SINERGIA follows up on the National Development Plan, determining the progress towards strategic goals. On average, SINEGIA has conducted an average of 12 evaluations annually over the last four years. <b>From 2011 to 2014, 8 surveys were conducted to determine citizen’s perceptions of service delivery.</b> This complements the evaluations conducted under SINERGIA and helps determine the performance of programs and services.</p>   |

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|            | Identifying what works                                  | National Evaluation and Results Management System | To support the <b>National Evaluation and Results Management System (SINERGIA)</b> and the National Development Plan, control panels have been established to track the progress of strategic indicators (see Lab 2). These control panels measure what is working and what is not working. SINERGIA evaluations also measure what is working and what needs to be improved in regards to programs and policies. The evaluations determine bottlenecks and areas that lack coordination and suggest good practices or solutions to the problems. |
|            | Utilising policy and programme experimentation/piloting | National Planning Department                      | The <b>National Planning Department (DNP)</b> coordinates pilot projects to improve rural household's accessibility to public services. The DNP coordinates with municipalities to design, implement and fund pilot projects. The DNP also coordinates with the Ministry of Agriculture and Rural Development in a program called Mission Rural, which seeks to promote sustainable rural development.   |
|            |   | National Evaluation and Results Management System | The Technologic Extension Program, part of the <b>National Evaluation and Results Management System (SINERGIA)</b> , seeks to improve productivity through re-organizing government departments and agencies. Another SINERGIA pilot program, coordinated by the Ministry of Health, is to prevent and reduce anaemia in children between 6 and 23 months.   |