

The effective and efficient implementation of open government reforms requires the appropriate institutional setting. Therefore, the role of the centre of government (CoG) in providing leadership and effectively and efficiently coordinating policy-making across the government is critical for ensuring a proper implementation of open government initiatives. With the exception of Panama, all surveyed LAC countries indicated that open government initiatives are coordinated by the centre of government. The structure and working dynamics of the centre of government could be different, in 54% of LAC countries, including among others Mexico, it functions directly in the office of the head of government. A different structure was reported by 38% of countries (e.g. Peru) where the CoG operates in the cabinet office/ chancellery/ council of ministers.

The responsibilities and tasks of these coordination units vary from country to country. While in all surveyed LAC countries, they are in charge of developing the open government strategy as well as coordinating and monitoring the implementation of open government initiatives, only in Uruguay is this unit in charge of allocating financial resources. By comparison, this task is carried out by 20% of OECD countries. In 69% of surveyed LAC countries, the coordination unit is also in charge of communicating the reforms, an almost identical figure to OECD countries where it reaches 73%.

Monitoring the implementation and evaluating the impact of open government initiatives is essential to ensure that open government initiatives are achieving their goals. Furthermore, developing robust monitoring and evaluation frameworks provide the necessary data for evidence-based decision making. All LAC countries surveyed reported that they monitor the implementation of open government initiatives. However, in most cases such monitoring is done through the self-assessment report for the Open Government Partnership. In other countries, such as Guatemala and Mexico, monitoring is done as well through independent evaluations by NGOs.

In contrast to policy monitoring that is carried out by all surveyed countries, fewer than half of the countries in the region evaluate the impact of open government initiatives. The six LAC countries that evaluated the impact of open government policies also reported communicating the results of the evaluations and use them as means of improving the design of future initiatives. Communicating the results of the evaluation constitutes a vital element of ensuring buy-in and support for open government initiatives among all stakeholders. For example, Guatemala used the findings from the Open Government Partnership's independent reporting mechanism to include the association of municipalities in subsequent open government initiatives.

### Methodology and definitions

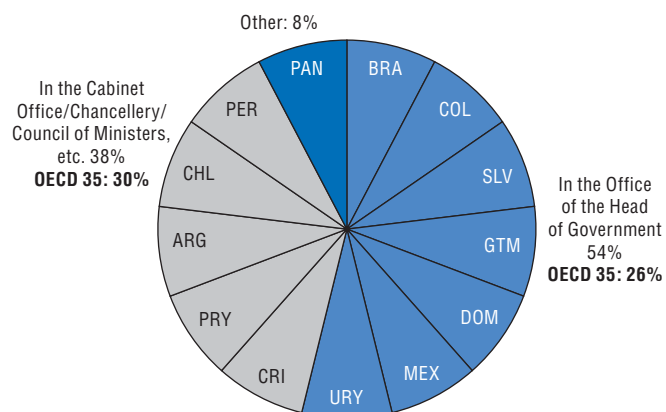
Centre of Government is defined as the organizations and units that provide direct support and advice to the head of government and the council of ministers. In general, the CoG has three core roles: supporting quality decision making by the head of government; policy co-ordination across government; and monitoring the implementation of government strategy. The Centre of Government's role is to lead the whole-of-government co-ordination in order to effectively allocate the state resources. It supports the heads of governments and states in the quest for a strategic vision in the country and the fulfilment of their mandate to implement this vision as given by the citizens through the democratic processes.

Monitoring refers to the continuous or frequent standardised measurement and observation of policies by the governments. Evaluation is the systematic determination of significance and progress of a policy, programme or projects in causing change. It is distinct from monitoring which is the process of collecting evidence for evaluation. Evaluation is a critical component of policy making, at all levels as it allows informed design and modifications of policies and programmes, aimed at increasing effectiveness and efficiency. Evaluation serves the dual function of providing a basis for improving the quality of policy and programming, and a means to verify achievements against intended results.

### Further reading

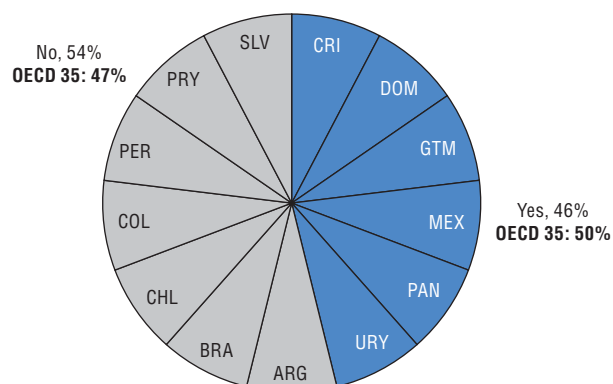
- Alessandro, M., M. Lafuente and C. Santiso (2014), *Governing to Deliver: Reinventing the Center of Government in Latin America and the Caribbean*, Inter-American Development Bank, Washington, DC., <https://publications.iadb.org/handle/11319/6674>.
- OECD (2015), *Lithuania: Fostering Open and Inclusive Policy Making*, OECD Public Governance Reviews, OECD Publishing, Paris, <http://dx.doi.org/10.1787/9789264235762-en>.
- OECD (2016), *Open Government – the global context and the way forward*, OECD Publishing, Paris.

## 8.15. Location of the office responsible for the horizontal coordination of open government initiatives, 2015



Source: OECD 2015 survey on Open Government and Open Data  
StatLink <http://dx.doi.org/10.1787/888933431508>

## 8.16. Evaluation of the impact of the open government initiatives, 2015



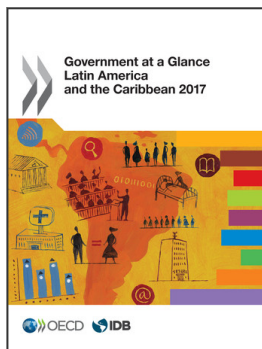
Source: OECD 2015 survey on Open Government and Open Data  
StatLink <http://dx.doi.org/10.1787/888933431515>

## 8.17. Responsibilities of the office in charge of horizontal open government coordination, 2015

	Develop the open government strategy	Assign financial resources for its implementation	Coordinate the implementation of Open Government initiatives	Monitor implementation	Evaluate impact	Communicate the reforms	Other
Argentina	●	○	●	●	○	○	○
Brazil	●	○	●	●	○	●	●
Chile	●	○	●	●	○	○	○
Colombia	●	○	●	●	○	●	○
Costa Rica	●	●	●	●	○	●	●
El Salvador	●	○	●	●	○	○	○
Guatemala	●	○	●	●	●	●	●
México	●	○	●	●	●	●	●
Panama	●	○	●	●	●	●	○
Paraguay	●	○	●	●	○	●	○
Peru	●	○	●	●	○	○	○
Dominican Republic	●	○	●	●	●	●	○
Uruguay	●	●	●	●	●	●	○
<b>LAC13</b>							
Yes ●	13	2	13	13	5	9	4
No ○	0	11	0	0	8	4	9
<b>Total Yes ●</b>	<b>100%</b>	<b>15%</b>	<b>100%</b>	<b>100%</b>	<b>38%</b>	<b>69%</b>	<b>31%</b>
<b>OECD 35 (●)</b>	<b>70%</b>	<b>20%</b>	<b>89%</b>	<b>78%</b>	<b>48%</b>	<b>73%</b>	<b>20%</b>

Source: OECD (2015), survey on Open Government and Open Data.

StatLink <http://dx.doi.org/10.1787/888933431865>



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