

The institutional and governance frameworks established to support policy implementation are key to secure results and impacts. Hence policy coordination is a crucial component of policy implementation. Effective coordination is hard to achieve and requires certain elements to be present in order to make it sustainable and suitable. However, while those elements may depend on each government's specific situation, co-ordination calls for three specific components: policy communication, stakeholder consultation and institutional co-operation. Countries in the LAC region were asked about the main challenges they faced concerning the implementation and more specifically the coordination the open government strategy and initiatives.

When asked about the main challenge to implement open government initiatives 30.8% of LAC countries reported insufficient financial resources. In turn, Argentina, Chile, Peru and Uruguay referred to insufficient communication of the benefits of open government reforms among civil servants as the main obstacle to overcome. Similarly, this option was identified by 65.7% OECD countries.

Around one third of LAC countries, including Panama and Paraguay, identified insufficient financial resources of the relevant unit as the main challenge to coordinate open government policies. A similar proportion, comprising Argentina, Brazil, El Salvador and Uruguay, signalled that the main coordination challenge was the absence of institutional mechanisms to collaborate with relevant stakeholders (e.g. NGOs, private sector). In contrast, 57.1% of OECD countries referred to insufficient incentives (e.g. career, financial) among government institutions, as the main challenge to coordinate the open government strategy and initiatives.

Implementing open government strategies entails changes in the way governments traditionally do things. Furthermore, government employees also need to be considered as stakeholders. Opening channels through Human Resources Management (HRM) practices will ensure the commitment of staff to change practices. Slightly more than half of LAC countries including Colombia and Guatemala indicated that until today, no concrete actions have been taken to promote open government initiatives through HRM practices. In 31% of LAC countries (e.g. Brazil and Panama) civil servants are expected to report internally about the progress on the implementation of open government policies. Countries such as Argentina, Costa Rica and Peru promote the implementation of open government initiatives by including open government principles and practices in the government's overarching human Resources competency framework. Finally, a different approach is followed by Mexico, where open

government principles and practices are included in public officials' performance agreements and/or evaluations and accountability frameworks.

Methodology and definitions

The data presented was collected through the OECD Survey on Open Government and Citizen Participation, conducted in 2015. The survey was answered by 13 countries from Latin America and the Caribbean. Respondents were predominantly senior government officers in charge of open government policies. Countries were asked to answer two parts of the Survey: The first part aimed at detecting the approach of the main institution responsible for open government. The second part was a special module sent to the ministries of finance and health and another ministry selected by each country. The answers from the ministries were used to complement the analysis.


Further reading

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8.18. Main challenge in coordinating and implementing open government policies and initiatives, 2015

Main Challenge implementing		Main Challenge coordinating	
Argentina	◀		□
Brazil	○		□
Chile	◀		■
Colombia	●		■
Costa Rica	◇		♣
El Salvador	◆		□
Guatemala	◇		■
Mexico	○		■
Panamá	◇		♣
Paraguay	◇		♣
Peru	◀		♣
Dominican Republic	△		□
Uruguay	◀		□
LAC13			
●	1	■	1
○	2	□	5
◀	4	■	2
◇	4	■	1
◆	1	♣	
△	1		
OECD35		◀ (23)	
Key:		Key:	
● Culture of secrecy, lack of open government culture in the public sector		■ Lack of or insufficient incentives among government institutions to coordinate	
○ Lack of trust (between government and citizens / NGOs)		□ Lack of or inadequate institutional mechanisms to collaborate with NGOs and private sector	
◀ Lack of or insufficient communication/awareness of the benefits of open government reforms among public officials		■ Lack of or insufficient human resources for the coordinating institution	
◇ Lack of or insufficient financial resources		■ Lack of or insufficient political will / leadership	
◆ General resistance to change/reforms in the public sector		♣ Lack of or insufficient financial resources for the coordinating institution	
△ Insufficient number of non-governmental stakeholders involved			

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

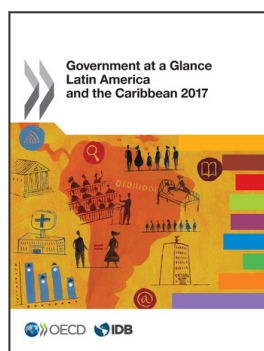
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8.19. How governments promote country's open government initiatives through HRM policies, 2015

	By including OG principles and practices in the HR competency framework	By including the implementation of OG principles and practices in public officials' performance agreements and/or evaluations, and accountability frameworks	By requiring officials to regularly report publicly on progress made in implementing open government principles and practices	By requiring officials to regularly report internally on progress made in implementing OG principles and initiatives	No specific actions have been taken so far
Argentina	●	○	○	○	○
Brazil	○	○	●	●	○
Chile	○	○	●	○	○
Colombia	○	○	○	○	●
Costa Rica	●	○	○	○	○
Dominican Republic	○	○	○	○	●
El Salvador	○	○	○	○	●
Guatemala	○	○	○	●	●
Mexico	○	●	●	●	○
Panama	○	○	○	●	○
Paraguay	○	○	○	○	●
Peru	●	○	○	○	○
Uruguay	○	○	○	○	●
LAC13					
Yes ●	3	1	3	4	6
No ○	10	12	10	9	7
Tot Yes ●	23%	8%	23%	31%	54%
OECD35	23%	23%	23%	20%	31%

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

StatLink  <http://dx.doi.org/10.1787/888933431886>



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