

In addition to policy coordination, CoGs are also responsible for the strategic management and monitoring of the government's top priority goals. During the planning phase, this includes working with the relevant line ministries to set specific targets and actionable implementation strategies to achieve them, as well as aligning budget resources behind the strategies. During implementation, this includes monitoring progress and assisting the sectors in unblocking obstacles to enable effective performance. In recent years, a systematic approach to delivery (which some have conceptualised as “deliverology”) has been adopted worldwide in several CoG institutions at both national and subnational levels of government. This emphasis on delivery has reportedly improved the achievement of priority goals in a number of cases, highlighting the valuable role that CoG units can play in this regard.

Planning is the first chronological function within strategic management. All but one of LAC countries participating in the survey have developed a document outlining a strategic vision for the country. In only one country this document is internal to the government; in all others it is made public. Two fifths of the surveyed LAC countries develop plans covering 10 or more years, and another 40% have plans covering up to five years. Long-term plans may provide useful in terms of strategic foresight and prospective analysis, but pose the challenge of remaining actual guides for action when governments change or when the context varies from the time of their formulation.

The CoG participates in the drafting of the strategic vision document in two-thirds of the countries in LAC. In the remaining cases, this work is left to sector ministries or agencies, outside consultants and/or international organisations. However, the CoG's participation is relevant to ensure that the plan truly reflects the priorities of the head of government, and that it is coherent with the government's overall orientation. Moreover, considering that cross-ministerial policy initiatives have become more common in a majority of countries (see two-pager on policy coordination), the CoG's involvement would be even more relevant.

In all of the surveyed countries, the CoG is involved in monitoring the implementation of government policies by line ministries, mainly through the establishment of performance targets. However, the use of work plans for implementation with specific deadlines is less frequent: 40% of the countries have put them in place, compared to

51.9% of OECD countries. The establishment of specific units based at the CoG to perform this task appears to be even less common, although there are exceptions such as Colombia's Presidential Delivery Unit, Paraguay's and Costa Rica's Centre of Government Units, the Dominican Republic's Deputy Ministry for Monitoring Priorities, and Honduras' Presidential Directorate for Performance Management. This suggests that there is opportunity to enhance the performance of the monitoring function by adopting some of the tools of the deliverology approach, tailored to the characteristics and the needs of each case.

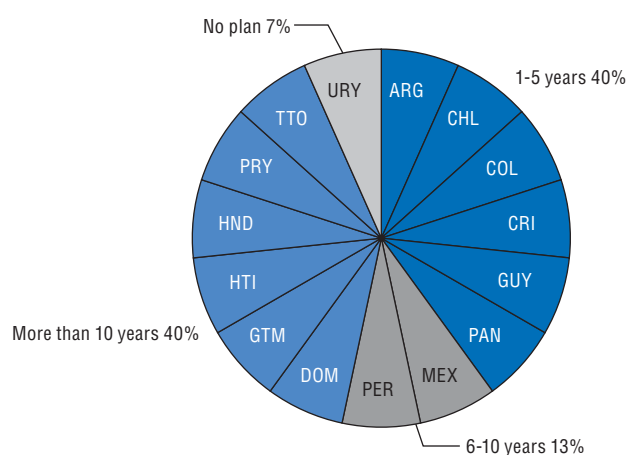
Methodology and definitions

Data were collected through the 2015 IDB-OECD Survey on the Organisation and Functions of the Centre of Government in Latin America and the Caribbean. Fifteen countries participated in the survey. Respondents were senior officials who provide direct support and advice to heads of government and provided information for the year 2015. The OECD totals are as reflected in the Government at a Glance dataset and are based on answers from 27 countries. Centre of government (CoG) was defined as the organisations and units responsible for certain critical cross-cutting functions (strategic management, coordination, monitoring and improving performance, political management, communications and accountability) related to the government's top priorities.

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>.
- Barber, M. (2015), *How to Run a Government: So that Citizens Benefit and Taxpayers Don't Go Crazy*, Penguin, London.
- OECD (2015), “Centre Stage: Driving Better Policies from the Centre of Government”, GOV/PGC/MPM(2014)3, OECD, Paris, [http://www2.oecd.org/oecdinfo/info.aspx?app=OLIScoteEN&Ref=GOV/PGC/MPm\(2014\)3](http://www2.oecd.org/oecdinfo/info.aspx?app=OLIScoteEN&Ref=GOV/PGC/MPm(2014)3).

4.6. Time period covered by strategic vision documents, 2015



Source: OECD-IDB (2015), Survey on the Organisation and Functions of the Centre of Government, OECD, Paris.
 StatLink <http://dx.doi.org/10.1787/888933431165>

4.7. Type of policy implementation monitoring conducted by the CoG, 2015

	Work plan with deadlines	Performance targets	Monitoring (general)
Argentina	●	○	●
Chile	●	●	●
Colombia	●	●	●
Costa Rica	○	●	●
Dominican Republic	●	●	●
Guatemala	○	●	●
Guyana	●	●	●
Haiti	○	○	●
Honduras	○	●	●
Mexico	●	●	●
Panama	○	○	●
Paraguay	○	●	●
Peru	○	○	●
Trinidad and Tobago	○	○	●
Uruguay	○	●	○
LAC total	6	10	14
OECD total	14	10	25

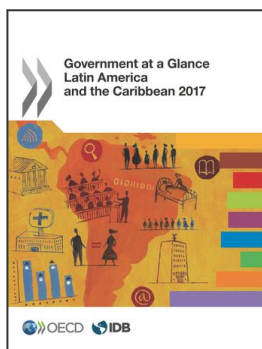
Key:

● Yes

○ No

Source: OECD-IDB (2015), Survey on the Organisation and Functions of the Centre of Government, OECD, Paris.

StatLink <http://dx.doi.org/10.1787/888933431652>



From:

Government at a Glance: Latin America and the Caribbean 2017

Access the complete publication at:

<https://doi.org/10.1787/9789264265554-en>

Please cite this chapter as:

OECD (2016), "Strategic management and monitoring", in *Government at a Glance: Latin America and the Caribbean 2017*, OECD Publishing, Paris.

DOI: <https://doi.org/10.1787/9789264265554-22-en>

This document, as well as any data and map included herein, are without prejudice to the status of or sovereignty over any territory, to the delimitation of international frontiers and boundaries and to the name of any territory, city or area. Extracts from publications may be subject to additional disclaimers, which are set out in the complete version of the publication, available at the link provided.

The use of this work, whether digital or print, is governed by the Terms and Conditions to be found at <http://www.oecd.org/termsandconditions>.