



SIGOB *

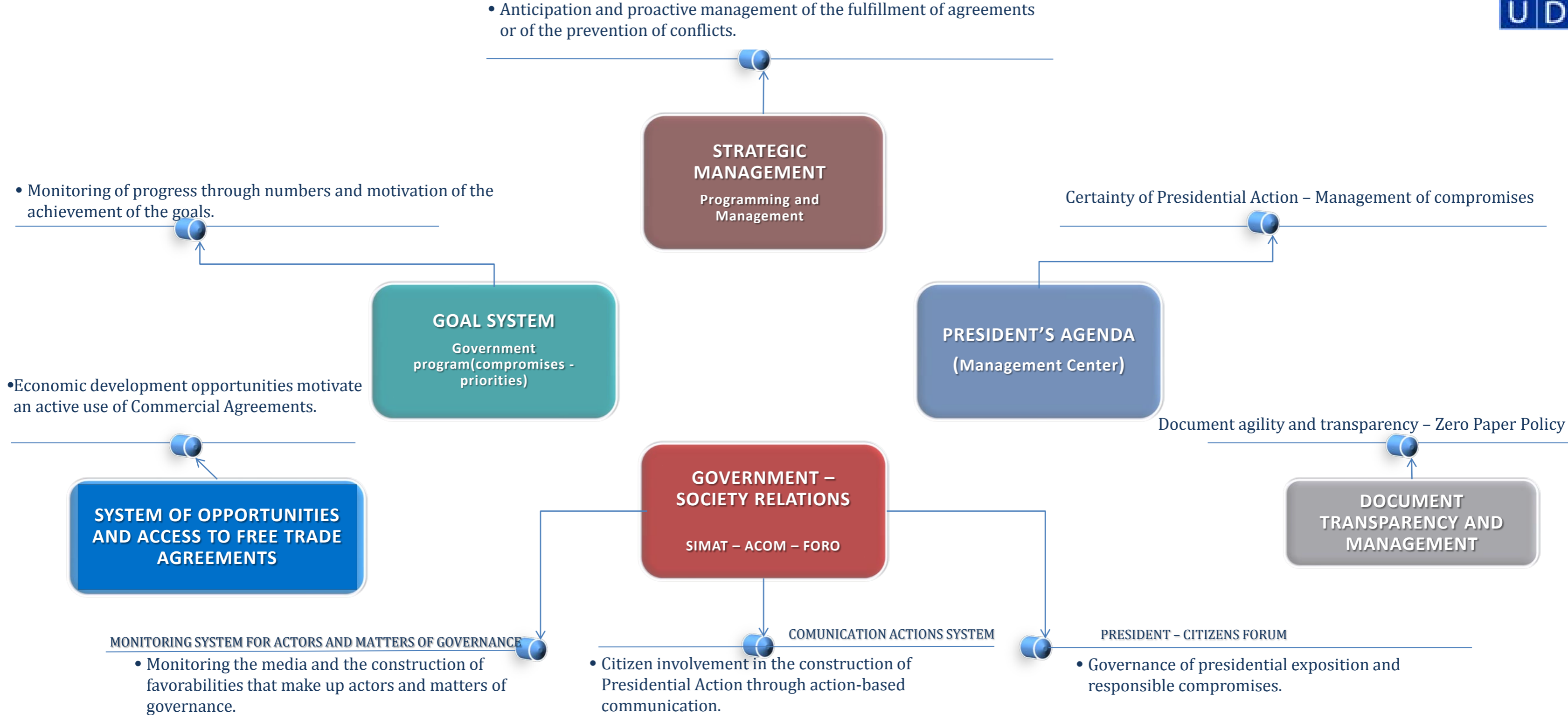
Methods and Instruments

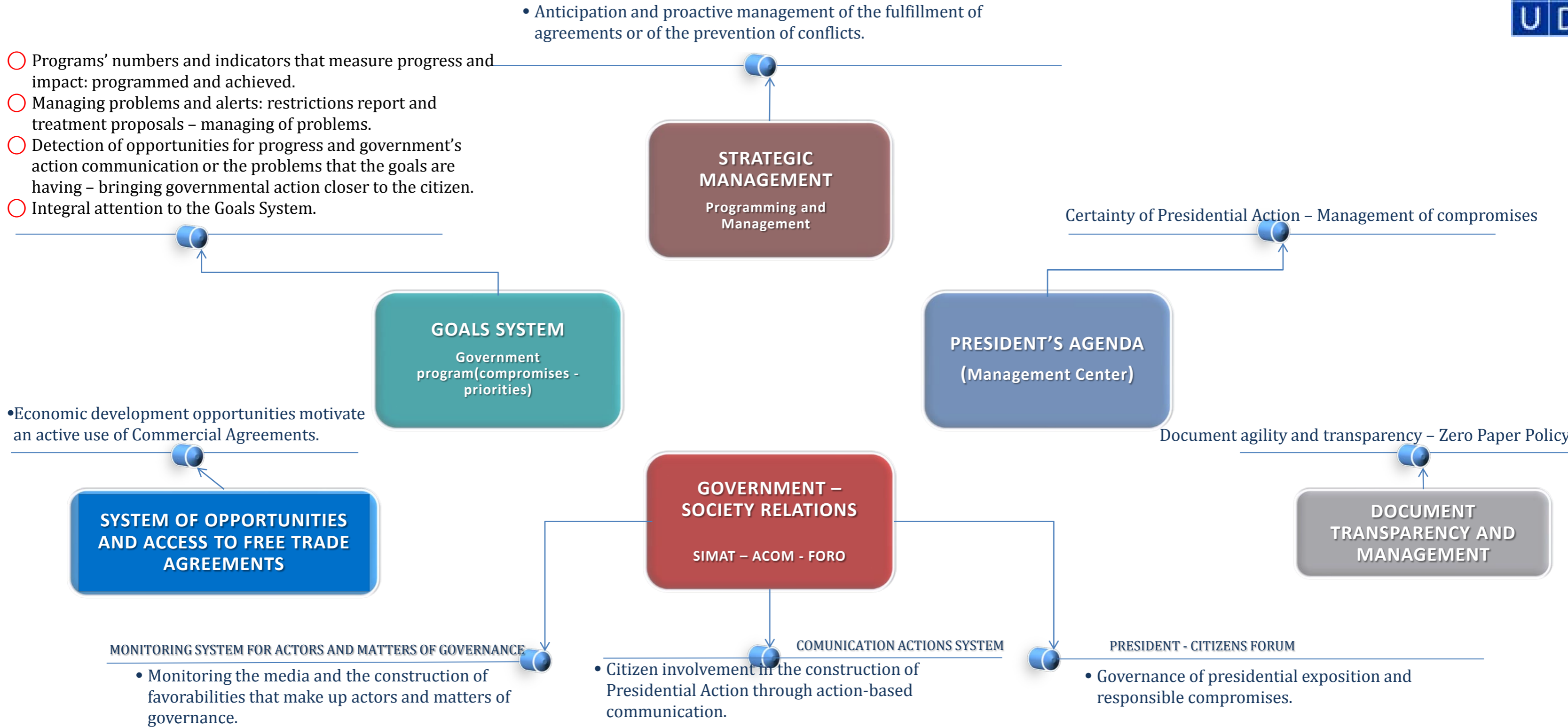
- SIGOB is a product of the United Nations Development Program's Regional Bureau for Latin America and the Caribbean.
RBLAC- UNDP
Democratic Governance Cluster.

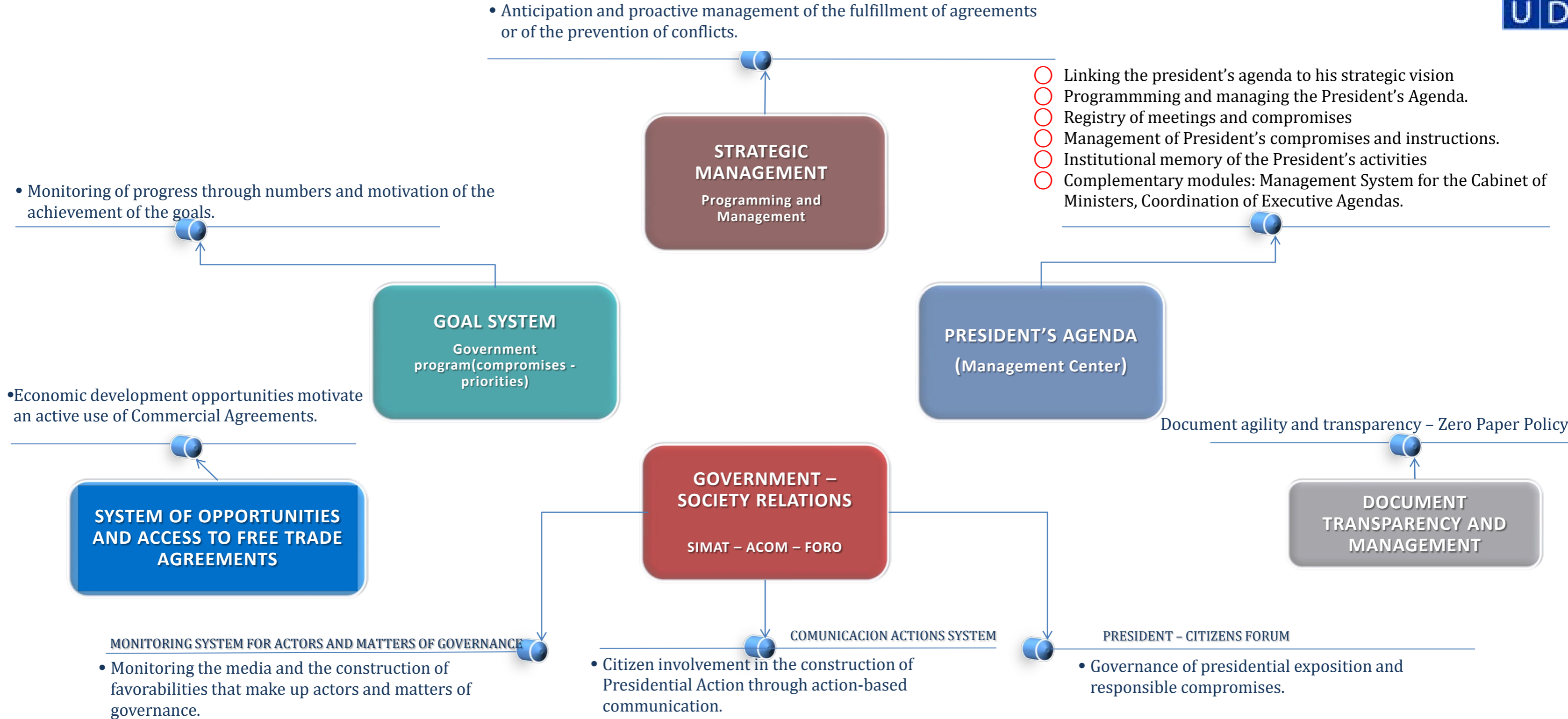
- SIGOB IN NUMBERS (2002-2010)**
- 140 SIGOB MODULES IMPLEMENTED
 - 53 PROJECTS
 - 17 COUNTRIES, 40 INSTITUTIONS
 - 14 PRESIDENCIES
 - 10 LOCAL GOVERNMENTS
 - 3 SUPREME COURTS
 - 3 LEGISLATIVE ASSEMBLIES
 - 22 MINISTRIES
 - 15 THOUSAND PUBLIC OFFICIALS



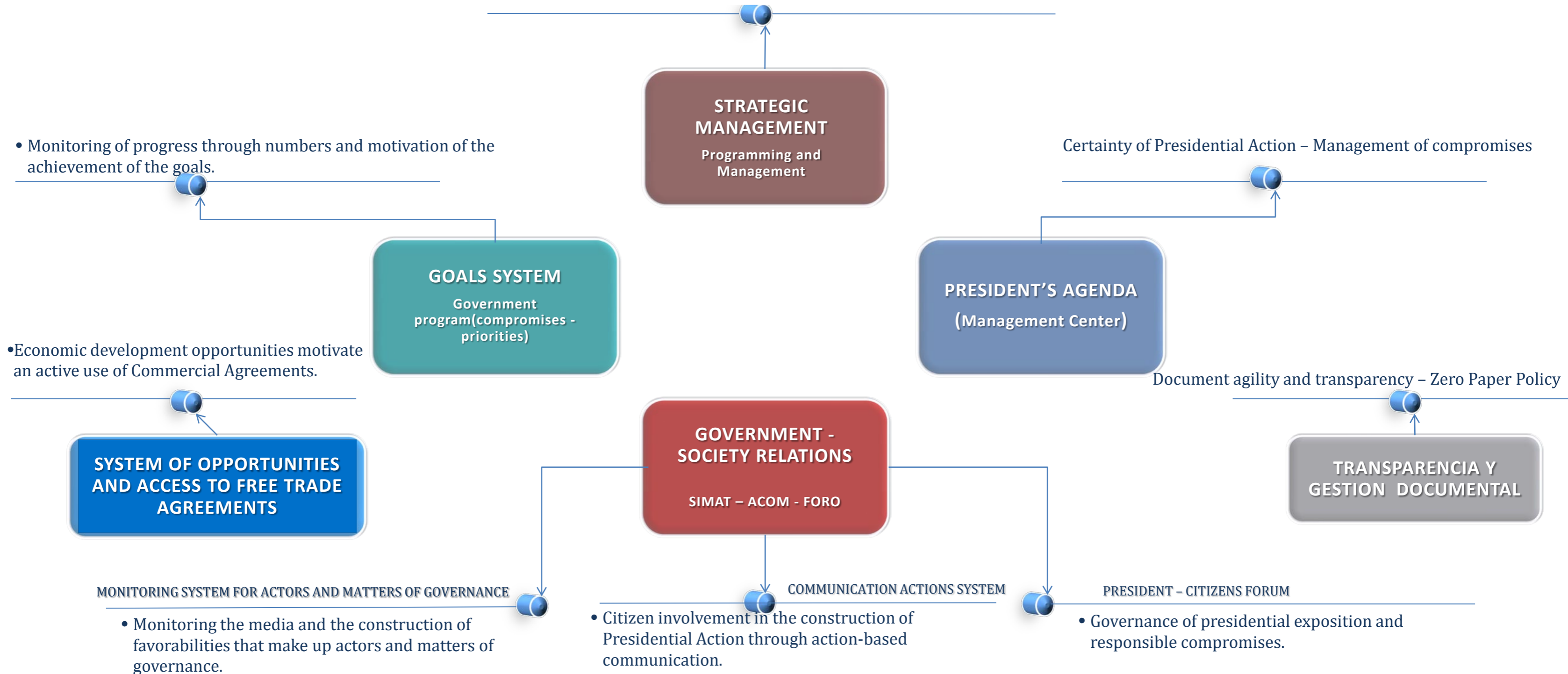
WORKING WITH SIGOB







- Strategic management in function of the relevant agendas: governmental, legislative, judicial, local, societal, etc.
- Identification of critical areas and analysis of scenarios.
- Production of recommended operations.



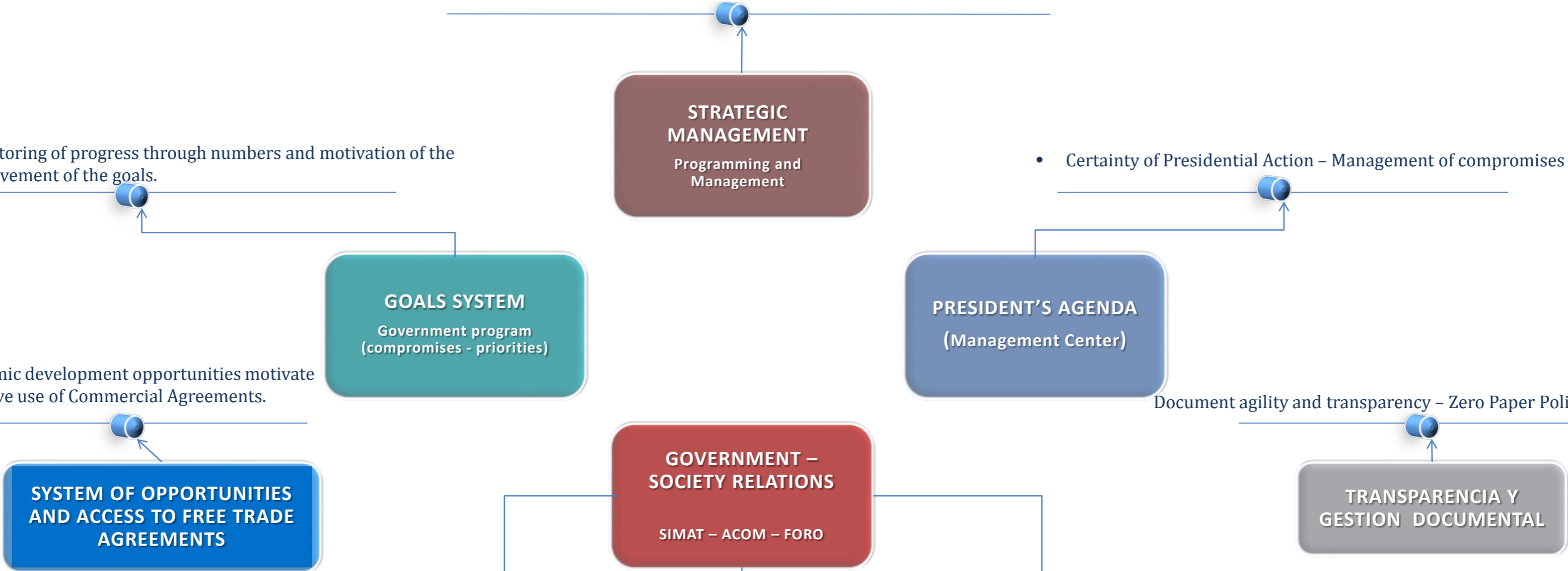
- Anticipation and proactive management of the fulfillment of agreements or of the prevention of conflicts.

- Monitoring of progress through numbers and motivation of the achievement of the goals.

- Certainty of Presidential Action – Management of compromises

- Economic development opportunities motivate an active use of Commercial Agreements.

Document agility and transparency – Zero Paper Policy



STRATEGIC MANAGEMENT
Programming and Management

GOALS SYSTEM
Government program (compromises - priorities)

PRESIDENT'S AGENDA
(Management Center)

SYSTEM OF OPPORTUNITIES AND ACCESS TO FREE TRADE AGREEMENTS

TRANSPARENCIA Y GESTION DOCUMENTAL

GOVERNMENT – SOCIETY RELATIONS
SIMAT – ACOM – FORO

MONITORING SYSTEM FOR ACTORS AND MATTERS OF GOVERNANCE

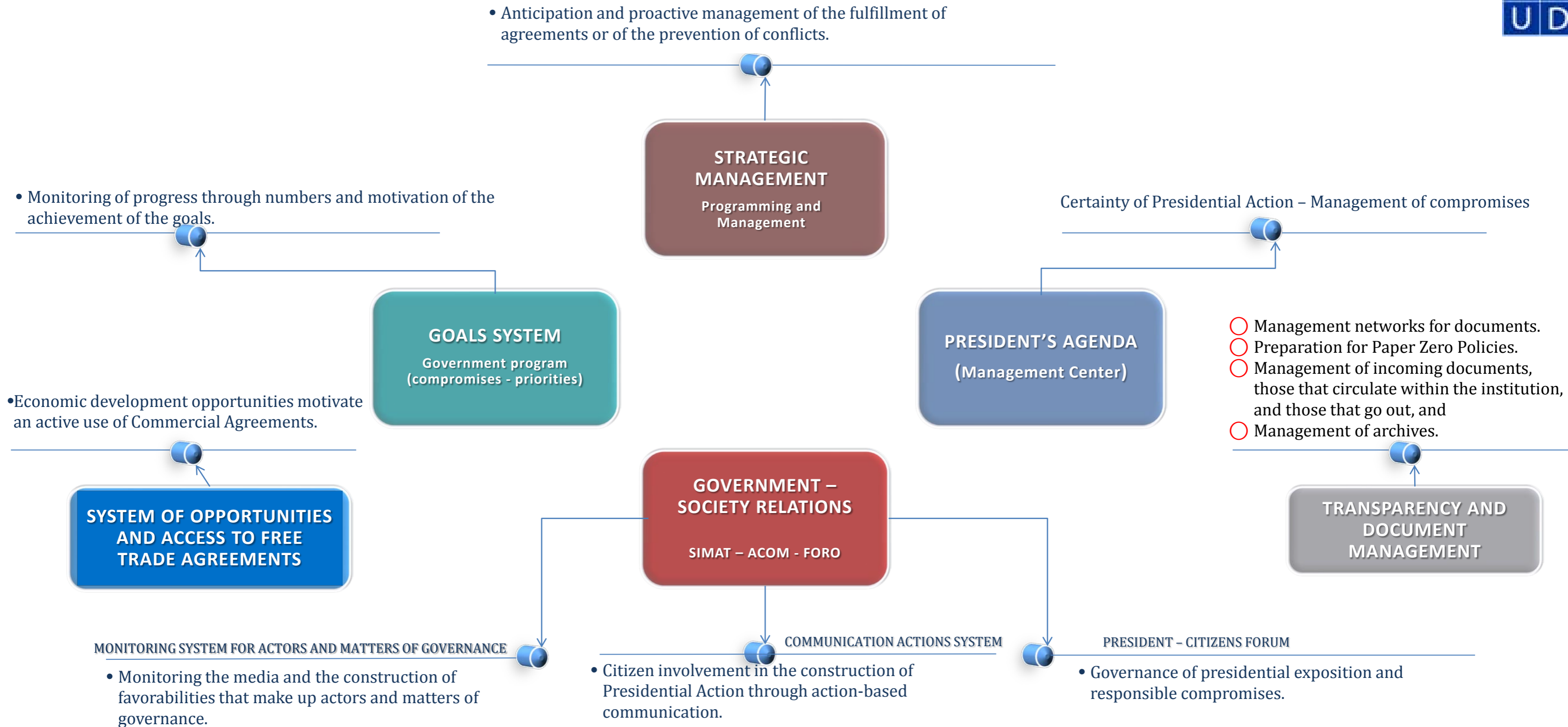
COMMUNICATION ACTIONS SYSTEM

PRESIDENT – CITIZENS FORUM

- Be up to date on important actors and matters of governance
- Measure the construction of favorability of matters and actors
- Base for the design and execution of courses of political action.
- Memory of the behavior of actors.

- Certainty of the President's public communication.
- Strategy methods, production, distribution and evaluation of the President's communications.
- Historic memory for media services and for the definition of new communications..

- Management of FORO's "before," "during," and "after."
- Participation warranty.
- Acceptance of responsible compromises.
- Task system for the management of compromises.



- Anticipation and proactive management of the fulfillment of agreements or of the prevention of conflicts.

- Monitoring of progress through numbers and motivation of the achievement of the goals.

- Certainty of Presidential Action – Management of compromises

- Identification of the product in the System.
- Prices in the market with FTA.
- Association of the list allowed items based in FTA arrangements.
- Market baskets with FTA arrangements. arreglos de ALC
- Contact FORO

Document agility and transparency – Zero Paper Policy

SYSTEM OF OPPORTUNITIES AND ACCESS TO FREE TRADE AGREEMENTS

GOALS SYSTEM
Government program (compromises - priorities)

STRATEGIC MANAGEMENT
Programming and Management

PRESIDENT'S AGENDA (Management Center)

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SIMAT – ACOM - FORO

TRANSPARENCIA Y GESTION DOCUMENTAL

MONITORING SYSTEM FOR ACTORS AND MATTERS OF GOVERNANCE

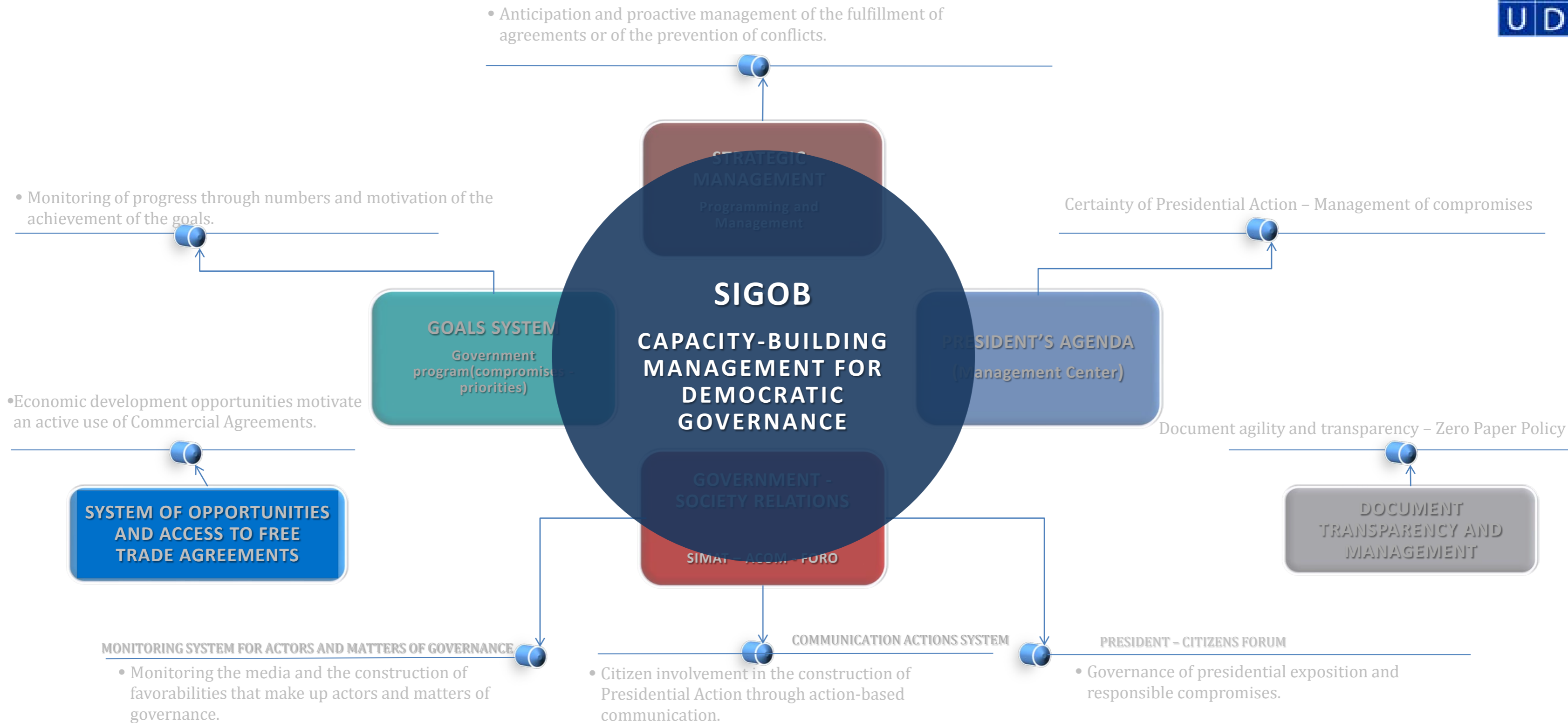
- Monitoring the media and the construction of favorabilities that make up actors and matters of governance.

COMMUNICATION ACTIONS SYSTEM

- Citizen involvement in the construction of Presidential Action through action-based communication.

PRESIDENT – CITIZENS FORUM

- Governance of presidential exposition and responsible compromises.



- Anticipation and proactive management of the fulfillment of agreements or of the prevention of conflicts.

- Monitoring of progress through numbers and motivation of the achievement of the goals.

Certainty of Presidential Action – Management of compromises

- Economic development opportunities motivate an active use of Commercial Agreements.

Document agility and transparency – Zero Paper Policy

SISTEMA DE OPORTUNIDADES USO Y ACCESO A LOS TLC

GOALS SYSTEM
Government program (compromises – priorities)

SIGOB
UNDP TECHNICAL COOPERATION:

- APPROACH
- METHODS
- WORK PROCESSES
- SOFTWARE

INSTITUTIONAL REQUIREMENTS:

- HUMAN RESOURCES
- STRATEGIES
- DATA BASE HARDWARE AND SOFTWARE

COSTS
IMPLEMENTATION ONLY
SIMAT – ACOM – FORO

PRESIDENT'S AGENDA
(Management Center)

DOCUMENT TRANSPARENCY AND MANAGEMENT

MONITOREO DE MEDIOS ACTORES Y TEMAS

- Monitoring the media and the construction of favorabilities that make up actors and matters of governance.

ACCION COMUNICACIONAL

- Citizen involvement in the construction of Presidential Action through action-based communication.

PRESIDENT – CITIZENS FORUM

- Governance of presidential exposition and responsible compromises.



UNDP REGIONAL PROJECT
CAPACITY-BUILDING MANAGEMENT FOR
DEMOCRATIC GOVERNANCE

S I G O B

CHARACTERISTICS OF MODULES AND
INSTITUTIONAL COMPROMISES FOR THEIR
IMPLEMENTATION

SIGOB is a product of the Democratic Governance Cluster of the UNDP and the Regional Bureau for Latin America and the Caribbean



SIGOB'S MODULES

- ✓ *GOAL-ORIENTED PROGRAMMING AND MANAGEMENT SYSTEM*
- ✓ *MANAGEMENT CENTER*
- ✓ *CABINET MANAGEMENT SYSTEM*
- ✓ *MONITORING SYSTEM FOR ACTORS AND MATTERS OF GOVERNANCE*
- ✓ *COMMUNICATION ACTIONS SYSTEM*
- ✓ *DOCUMENT TRANSPARENCY SYSTEM*
- ✓ *REGULAR STRUCTURED PROCEDURE SYSTEM*
- ✓ *SIGOB'S COMPUTER REQUIREMENTS—TRANSVERSAL TO ALL MODULES*

APRIL 2010

SIGOB—GOAL-ORIENTED PROGRAMMING AND MANAGEMENT SYSTEM, OR METAS

B. CHARACTERISTICS OF THE GOALS SYSTEM

1. What is the Goal-Oriented Programming and Management System, also known as METAS?

- ❖ This system allows the continuous monitoring of progress in the achievement of the objectives of Governmental Action Programs (PAG, for its initials in Spanish), and for the solutions of problems as they appear. In this manner, the system helps ensure that these objectives are met.
- ❖ This system is based on a programming approach that starts with the identification of the outputs or preliminary targets for each of the objectives indicated by the government as being of high priority. From these preliminary targets, the necessary actions are planned, institutional duties and responsibilities are assigned, timetables for execution are devised, and alerts and restrictions, as well as any other issues, are reported when necessary.
- ❖ The system includes a mechanism of control over its execution. It enables the management of each the different targets in tune with the particular interests of the evaluator: the control system can be effectuated according to different types of action, types of problems in the execution of the actions, names of the persons in charge of the actions, and the dates or periods of execution of the actions.

2. What aspects does METAS try to improve?

- ❖ METAS aims to decrease the existing gap between the objectives established by the governmental think tanks and the practice of implementing or executing them. This way, it expects to create consistency between the technical-administrative work and the political-institutional labor, creating or recreating the conditions for governance of the PAGs, since competence falls in the hands of the high executives.
- ❖ To make the process transparent in order to achieve the programmed objectives.
- ❖ Improve the effectiveness of the control process, with an approach on the revision of the conditions that favor the programmed results, highlighting the government's pro-activeness.
- ❖ Improve the accountability by showing the advancement of the PAG so that citizens become part of the development process.

3. Who are the beneficiaries of METAS?

- ❖ **The Chief of Government's office:** will gain opportunity and efficiency in obtaining information about the progress of its programs and receive action proposals that depend on his office, internal evaluation reports, personal agenda proposals, and communication proposals from the government, and will be a key factor for the dynamic renovation of the political speech.
- ❖ **The Ministers:** will have the same benefits as the chief executive and the same action supplies corresponding to each individual sector.
- ❖ **The program leaders:** will have a dynamic interaction with the high executives, may appropriately register alerts, restrictions and opportunities in relation to the programs which they are in charge of, and will have direct articulation with the high executives of the institution's internal organs.
- ❖ **The citizens:** may receive in a continuous manner the checks and balances related to the PAGs prioritized by the president.

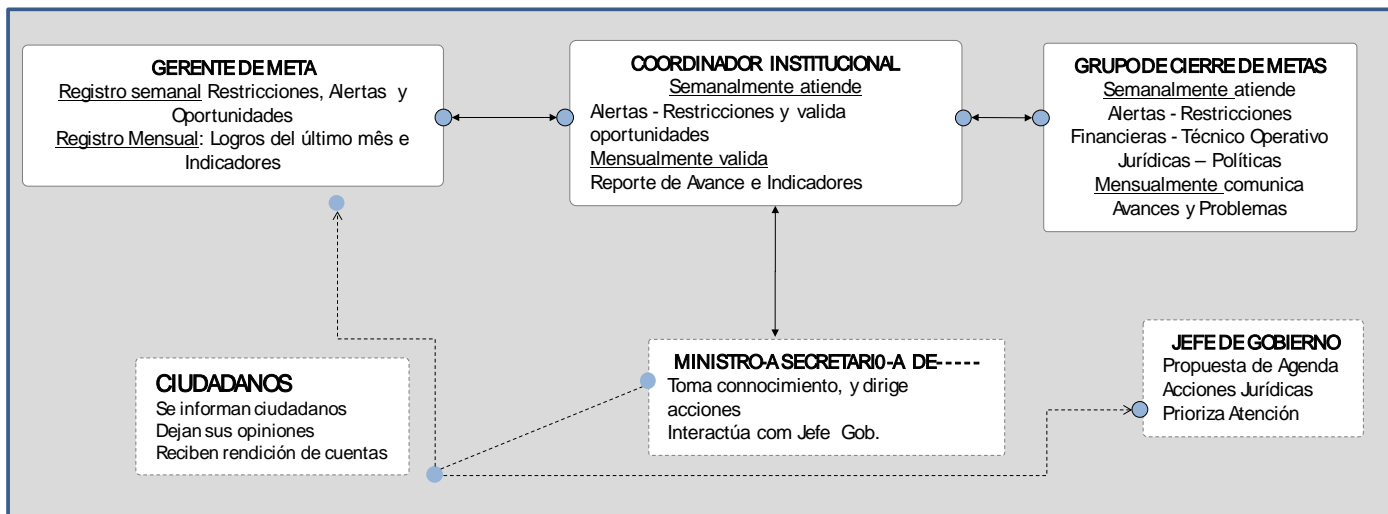
4. Process of Tasks of METAS

This task process of METAS comprises an approach that systematizes work so as to enable the central institutions of the government to devise a political agenda for the Governmental Action Programs (PAGs). This agenda serves as a framework for devising strategy and forecasting of key issues, and of dates of events, situations, or actions – be they public or private, local, national or international – which might affect important aspects of the political, economic and social governance of the country.

Thanks to its methodology and to its instruments, this strategic, political agenda is not a passive framework or an annual calendar: it is a tool that enables the programming, management, and control of preventive, proactive actions cogent with whatever facts or events have been inserted into the Agenda.

These actions, be they political or institutional, can then be developed by different areas within the government:

- ❖ The **Manager** is in charge of coordinating PAG’s activities by ordering and following through with the institution’s actions while focusing on intermediate goals.
- ❖ The **PAG Coordinators** (one per Ministry/Department) are in charge of supporting the work of the Managers or PAG Activity Coordinators by facilitating within their environment the uplifting and treatment of restrictions, alerts and opportunities presented each week, just as they have the duty of verifying in the system the quality of information placed by the Managers. By doing this, the information is made public and official within the network, providing institutional and necessary warranties for the Minister.
- ❖ Finally, a group of employees in charge of the **closing of goals** are also members of this system, and their function is to synthesize the information verified by the PAG Coordinators and with it, do two procedures: a) in the name of the Chief of Government, send the finance, legal, and communications coordinators the restrictions, alerts and opportunities that haven’t been resolved yet within each sector due to the limited reach of the competencies or adversities that have escaped, and b) propose to the Chief of Government:
 - Priorities of legal attention that come from the system reports,
 - A list of agenda opportunities in the achievement of the program’s intermediate goals,
 - A list of communication actions opportunities to disseminate or construct pedagogy during the process of concrete transformation for a specific PAG,
 - Political intervention requests to set priorities, magnify information for political actors, or consolidate cooperation bonds, in case it has been requested by a PAG Manager and confirmed by the chief of office.



5. Operation of the software for the support of the task process as proposed by METAS.

METAS includes software that records the registration, consultation and negotiation process of the PAG, thus facilitating the task procedure for the members of the Management Center. This software presents the following operational characteristics:

Regarding the Governmental Action Programs (PAGs):

- ❖ Creates and structures the PAGs.
- ❖ Defines different kinds of access system attributes according to the profile of each position.
- ❖ Identifies events or intermediate goals that define the execution of the task process.
- ❖ Defines, typifies and links restrictions, alerts or opportunities to the PAGs' intermediate goals.
- ❖ Elaborates and/or associates documents related to the intermediate goals.
- ❖ Elaborates suggestions or recommendations about the execution of goals.
- ❖ Establishes indicators according to typology and displays each one of them at national and local level.

Regarding the group of PAGs:

- ❖ Elaborates progress reports for different high executive employees that have direct competence in taking care of them,
- ❖ Allows users and participants of METAS software access to share information. This system counts with a complex security structure and access restrictions to certain information, permitting data only to be accessed in function to the different attributes that each user is assigned.
- ❖ Allows citizens access to public information about the goals' progress and grants them the opportunity to leave comments and interact with Managers.

B. REQUIREMENTS FOR BEFORE, DURING AND AFTER THE IMPLEMENTATION OF METAS IN THE INSTITUTION

The conditions described in this section are determinant factors for the good functioning and future sustainability of the results of METAS; thus the institutions should assume the compromise of following them.

Based on SIGOB's experience, three types of resources are required for METAS's best practice:

- Human resources—the general profile of each position within the METAS network is drafted. It is important to highlight that the more competitive the employees are, the better METAS will be run.
- Human resources office—comprised by no more than two people, the office is in charge of implementing and monitoring METAS's progress.
- Technological resources (see Annex 1).

Regarding HR, a mobilization protocol or employment process should be followed according to national legislation, and in case it does not exist, precautions should be taken so that they are appropriately replaced while following a strict exchange of knowledge and tips about the METAS System. This is the only thing that will guarantee sustainability within the system and thus strengthen the institution in relation to its purposes.

1. Profiles of the employees of METAS

PROFILE 1: GOAL MANAGER

- Profession: Preferably related to the program's or project's topic.
- Have developed work on the topic of the project s/he's manager of.

- Criteria to define a critical route or goal plan for the intermediate goals that will help accomplish the greater goals.
- Know how to establish restrictions, alerts and opportunities.
- Have knowledge about the programs and projects that are being executed by the institutions with which s/he has to interact.
- Have knowledge about the institutional structure regarding the topic and the administrative procedures that will be required for the accomplishment of the intermediate goals.
- Capacity to analyze basic information.
- Knowledge about computer tools and networks.
- One person per Goal or Governmental Action Program (PAG).

PROFILE 2: INSTITUTIONAL COORDINATOR

- Profession preferably related to the sector that s/he is coordinator of.
- Of the Minister's extreme confidence, since s/he will act in his/her name within the institution.
- Experience in coordinating projects.
- Knowledge of the institutional structure of his/her sector and of administrative procedures.
- Criteria to monitor progress, identify restrictions and propose a course of action.
- Capacity for analysis of synergies between intermediate goals of different PAGs from his/her sector.
- One per Ministry; should coordinate the PAGs in his/her sector.

PROFILE 3: MEMBERS OF THE CLOSING OF GOALS GROUP

- Technical Analysts.
- Analysis of the aggregated value on the information's actualization period.
- Analysis of the aggregated value on the progress indicators.
- Analysis of the aggregated value on the date intervals, location and actors.
- Comments on the automated lists of restrictions, alerts and opportunities.
- Elaboration of a proposal of the Legal Agenda.
- Elaboration of a proposal of warning of restrictions: Financial, Administrative, Communicational, etc. that have been supplied by the system.
- Confirm the opportunities reported by the system and based on them elaborate executive agenda proposals for the CG.

2. Profiles of the employees that support the implementation and surveillance of the system's good functioning:

PROFILE:

- Profession: Economist or Engineer (mandatory).
- Experience in administrating development projects.
- Knowledge of the structure of the executive branch and the development plan.
- Excellent people skills and predisposition for learning.

DUTIES:

- Provide methodological advice during the implementation of METAS.
- Remind the managers about the due dates of the weekly reports.
- Revise the quality of information provided by the Managers and make recommendations to the Coordinators.
- Coordinate the technicians' work for METAS.
- Capacitate the users of METAS on a permanent basis.

SIGOB: MANAGEMENT CENTER- AGENDA

APPLIED TO THE DISPATCHES OF THE PRESIDENT, MINISTERS, MAYORS AND GOVERNORS (from here on, "Chief of Government").

A. CHARACTERISTICS OF THE MANAGEMENT CENTER

1. What is AGENDA?

The Management Center (AGENDA) is a support system for the daily strategic programming and operation processes of the Chief of Government's (CG) personal agenda. The Management Center uses various methods for the implementation of support, processes and IT systems for work carried out within and between institutions, thus creating a network between the Chief of Government's office, advisers, secretariats, ministers, and main ambassadors. It is designed to strengthen the office's executive action regarding:

- ❖ the management and evaluation of requests received in the dispatch,
- ❖ the programming and management of the CG's personal daily agenda,
- ❖ the programming and management of the CG's agreements and compromises,
- ❖ the programming and management control of the instructions provided by the CG.

Inputs processed by AGENDA include: the requests for audiences, invitations, stances, the daily signature responsibilities, interventions, etc. that come to the Presidential Secretary's Office by means of letters, mails, phone calls, faxes, etc.

After duly processing the inputs, an agenda is proposed to the President, and according to the foresaid process, programming work begins: the preparation of files or technical data used in meetings, the follow-up, and finally the registration, programming and management of all the tasks derived from undertaken commitments.

This system, in the political-institutional sense, allows the permanent connection between the government's strategic agenda and the CG's executive agenda, and under this permanent supervision operations are arranged for the "before," "during," and "after" of the CG's executive action.

2. What does AGENDA wish to improve?

The system aims to improve the connection between the government's Strategic Planning and the programming of the daily functions of the CG's office.

Regarding the documents that enter the CG's dispatch, AGENDA aims to:

- ❖ Improve the systematization of the entrance of correspondence, calls, formal and informal audience requests, intervention requirements, etc. that come into the dispatch.
- ❖ Improve the levels of quality control of the information that enters the dispatch.

Regarding programming the CG's agenda:

- ❖ Provide mechanisms that allow the establishment of themed and temporary attention priorities in the programming of the daily agenda and in the preparation of the folders of the support information.

Regarding the moment "after" the CG's executive action:

- ❖ Improve the programming mechanisms and control the management of the agreements and compromises derived from the CG's executive actions, by requesting a *Task System* support network.

Regarding the instructions given by the Chief of Government:

- ❖ Improve the communication between the CG's dispatch and the employees that receive the orders.
- ❖ Make the reception of the responses or the information about the actions taken by the employees based on the CG's instructions more transparent.
- ❖ Provide automatic control mechanisms to monitor the instructions given by the CG.

3. *Who benefits from the Management Center?*

- ❖ The Chief of Government.
- ❖ The employees of the Chief of Government's dispatch.
- ❖ The Ministers and people who work directly around the Chief of Government.
- ❖ The institution's strategic programming staff.

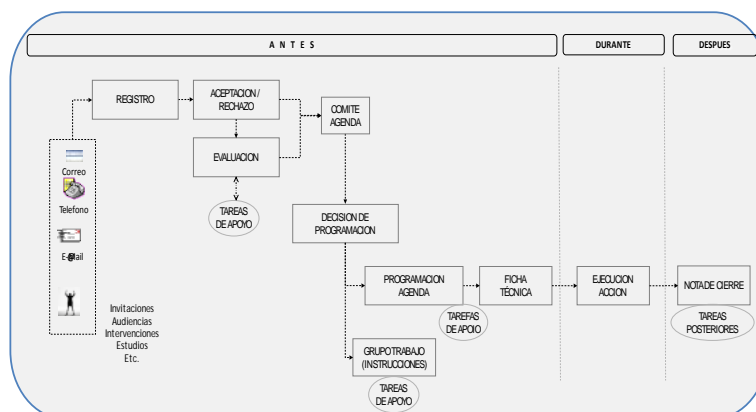
4. *Task System for SIGOB's Management Center*

The implementation of AGENDA incorporates a system that blends the work of the employees with diverse responsibilities regarding the CG's executive actions.

This management network coordinates the work of different people under a procedure divided into the "before," "during," and "after" of the CG's executive actions, these stages being the organizing elements of the CG's work.

Brief summary of the *Task System*:

- Everything that enters the dispatch is recorded.
- The paperwork is either accepted or denied immediately, following established criteria that are permanently under review.
- Those pieces with doubtful content undergo a parallel evaluation process.
- The agenda committee, which meets once a week, gathers the government's strategic agenda and the actions that arise from the incoming requests to create a tentative agenda for the next few days.
- The tentative agenda is approved by the CG, and according to his decision the next steps are taken.
- Programming of the agenda.
- Programming and management of the compromises established at the CG's meetings.
- Analysis of the historical archives of the Management Center.



5. Operations that allow AGENDA software to support the Task System

Regarding the requests for audiences, invitations, direct interventions, etc.:

- Reception and registration of the requests for audiences (official correspondence, email, telephone, direct contact etc.), acceptance/denial of them and the evaluation of those cases where the object or person who requests some sort of attention from the CG.
- Decision of providing attention according to the filters of the strategic agenda and the political situation.
- Programming of the action to be taken regarding the request in the agenda of the CG's activities or by a virtual managing team.
- Automatic elaboration of responses.
- Intelligent storing and archive of requests for a later analysis.

Regarding the direct instructions issued:

- Registration of instructions.
- Elaboration and delegation of tasks for different employees in charge of executing them.
- Monitoring and control of the accomplishment of tasks and of the conclusion of the order.
- Archival of the order in the specialized database for a later consult or analysis.

Regarding the daily operational agenda:

- Registration of executive actions in an agenda that has different security levels for access and consults.
- Elaboration of the report requests and delegation of tasks for different employees responsible of collaborating with the executive action.
- Elaboration and structure of support activities (press, security, logistics) to the executive action.
- Record keeping of the summaries of the actions and compromises/agreements derived from the activities.
- Monitoring of the accomplishment of the compromises through the Task System.
- Archive and institutional memory of the executive actions made by the CG.

Regarding the Management Center network:

- Allow access to the users and participants of AGENDA so they can share information.
- Allow rapid access to the interactions between the CG and his/her main directors and advisors.
- This system counts with a complex security structure and restriction of access to information, which allows the sharing of the CG's files within the center regarding the attributes that each member of the network is assigned.

B. REQUIREMENTS FOR BEFORE, DURING AND AFTER THE IMPLEMENTATION OF THE MANAGEMENT CENTER

The conditions described in this section are determinant factors for the good functioning and future sustainability of the results of the Management Center; thus the institutions should assume the compromise of following them.

Based on SIGOB's experience, three types of resources are required for the Management Center's best practice:

- Human resources—the general profile of each position within the AGENDA network is drafted. It is important to highlight that the more competitive the employees are, the better AGENDA will be run.

- Human resources office—comprised by no more than two people, the office is in charge of implementing and monitoring AGENDA's progress.
- Technological resources (see Annex 1).

Regarding HR, a mobilization protocol or employment process should be followed according to national legislation, and in case it does not exist, precautions should be taken so that they are appropriately replaced while following a strict exchange of knowledge and tips about the Management Center. This is the only thing that will guarantee sustainability within the system and thus strengthen the institution in relation to its purposes.

1. Profiles of the employees of the Management Center

It's important to note that employees can serve more than one position at a time, depending on the coverage and range of demands that are placed on the Chief of Government.

POSITION 1: REGISTRATION OF REQUESTS

- Staff employee of the Chief of Government's office, (secretary and/or documentary employee).
- Knowledge of the state's institutional structure, especially of the executive branch.
- Capacity to classify information.
- Velocity and quality of written work.
- Disposition and discipline for teamwork.
- Expertise in the use of computers and network usage.

POSITION 2: ACCEPTANCE/DENIAL OF REQUESTS

- Should be of extreme confidence to the CG and should be empowered by him/her in this activity.
- Criteria and capacity to follow instructions.
- Disposition and discipline for teamwork.
- Expertise in the use of computers and network usage.

POSITION 3: EVALUATION OF REQUESTS

- Should be of extreme confidence to the CG and empowered by him/her in this activity.
- Knowledge of the institutional structure of the state, especially of the executive branch.
- Character, cordiality, and high capacity for interaction with third parties.
- Discretion when dealing with certain subject matters and ability to define priorities.
- Disposition and discipline for teamwork.
- Expertise in the use of computers and network usage.

POSITION 4: AGENDA COMMITTEE

- Should be of extreme confidence to the CG.
- Detailed knowledge about the government's priorities.
- Knowledge of the government matters and actors.
- Capacity to generate sceneries and political perspectives and strategies.
- Capacity to evaluate the impacts of executive actions.
- Ability to define concrete action proposals for the CG.

POSITION 5: PROGRAMMING AND MANAGEMENT OF THE PUBLIC AGENDA AND OF THE CG'S PRIVATE AGENDA

- Should be of extreme confidence to the CG and empowered by him/her in this activity since this person will be asking third parties about information in name of the Management System of the CG.
- Knowledge of the institutional structure and management style of the CG.

- Character, cordiality, and high capacity for interaction with third parties.
- Discretion when dealing with certain subject matters.
- Disposition and discipline for teamwork.
- Expertise in the use of computers and network usage.

POSITION 6: ELABORATION OF TECHNICAL RECORDS

- Public administration employee or CG's advisor.
- Professional or competent experience in the subject of the Technical Record to be elaborated.
- High capacity of synthesis and direct writing.

POSITION 7: CG'S EXECUTIVE ACTION APPOINTEE

- Should be of extreme confidence to the CG.
- Discretion about subject matters dealt by with the CG.
- Capacity of synthetic analysis and fast writing.
- Analysis of the executive situation.

POSITION 8: PROGRAMMING AND MANAGEMENT OF THE COMPROMISES ASSUMED BY THE CG

- Should be of extreme confidence to the CG.
- Programming capacity, task control, and direct treatment delegation for that effect.

B. Profiles of the employees that support the implementation and surveillance of the system's good functioning:

PROFILE:

- Knowledge of the state's institutional structure, especially of the executive branch and of the administrative work that supports the Chief of Government's actions.
- Preferably an employee that works at the lobby of the CG's dispatch.

DUTIES:

- Provide methodological advice during the implementation of AGENDA and monitor the outcomes of the previously planned productivity goals.
- Revise the requests' registration goals.
- Revise the registration goals and quality of the programming of the CG's agenda.
- Assist the Agenda Committee methodologically.
- Analyze the rhythm of accomplishments of the tasks processed in AGENDA.
- Work with SIGOB in the implementation of the system and monitor of its progress.
- Promote the use of other functions of the system besides those used daily.

SIGOB- CABINET MANAGEMENT SYSTEM

A. CHARACTERISTICS OF THE CABINET MANAGEMENT SYSTEM

1. What is the Cabinet Management System?

The Cabinet Management System is a SIGOB module that has the objective of programming the preparation process, development and monitoring of the progress of the Cabinet of Ministers, and support the execution and control of the presidential institutions and other compromises that may result arise as a result of that meeting.

2. What does the Cabinet Management System aim to improve?

- ❖ The efficiency of the coordination, information and participation levels at the Cabinet meetings, as well as the “before,” “during,” and “after” of these meetings.
- ❖ The preparation of the Cabinet’s agenda, including the previous exchange of information based on a clear, simple process by using information transfer tools and virtual interaction instruments for its elaboration.
- ❖ The virtual exchange of information before Cabinet meetings allows more time for discussion, thus generating more space for debates and conclusions.
- ❖ Improve the efficiency of the Cabinet meetings by programming and managing the compromises that are agreed upon at those encounters. A *Task System* is incorporated into this program, which has the objective of supporting the accomplishment of these besides controlling late work and outstanding tasks.
- ❖ The institutional memory of the Cabinet meetings.

C. Who are the beneficiaries of the Cabinet Management System?

- ❖ The Chief of Government (President, Governor, Mayor).
- ❖ The Cabinet’s coordination offices.
- ❖ Ministers and their assistants who prepare the Cabinet’s meetings.
- ❖ Groups in their decision-making process.
- ❖ Coordinators and managers of all levels.

D. What type of task system is implemented with the Cabinet Management System?

This task system comprises a process for systematizing work so as to enable the central institutions of the government to devise a political agenda for the Cabinet. This agenda serves as a framework for devising strategies and forecasting key issues, dates of events, situations, or actions—be they public or private, local, national or international—which might affect important aspects of the political, economic and social governance of the country.

The implementation of the *Cabinet Management System* incorporates a system that blends the work of the employees with diverse responsibilities regarding the preparation and monitoring of the Cabinet of Ministers.

This management network coordinates the work of different people under a procedure divided into the “before,” “during,” and “after” of the CG’s executive actions, these stages being the organizing elements of the CG’s work.

A succinct version of the proposed work process is as follows:
For “before” the meeting:

- ❖ The order of the day may or may not be revealed previously, depending on the CG's orders. It's also a possibility that some topics may be revealed while others aren't, according to the necessary security levels.
- ❖ Ministers are invited to propose topics for the agenda; the CG's team selects them based on the priorities of the moment and on the CG's orders (if the Cabinet already has a pre-structured agenda, this activity does not take place).
- ❖ The Ministers send the presentations to the offices of the Cabinet coordinators before the meetings and they are adjusted interactively in terms of the time available.
- ❖ The information that will be presented to the Cabinet is made known to the Ministers a few days before the meeting so that they are aware of the proposals that will be presented (therefore diminishing the time of exchanging information in the meeting).
- ❖ A summary is prepared for the CG to help him/her remember details.

For "during" the meeting:

- ❖ The agenda is viewed.
- ❖ The agenda is executed with presentations and questions.
- ❖ The order of the day is closed and the tasks that need to be accomplished are delegated between Ministers.
- ❖ A second meeting may be scheduled where those Ministers in charge of certain tasks can straighten out their doubts.

For "after" the meeting:

- ❖ The minutes are typed out and registered in the system.
- ❖ Compromises are registered as tasks and they are sent to the Ministers.
- ❖ Proposals are received for the following meeting.

Permanent procedure for the control of assignments:

- ❖ Daily control of the progress of each assigned task delegated within the Cabinet.

E. What does the software that supports the Cabinet Management System look like?

The software that supports the Cabinet Management System accompanies every step of the process: *before*, *during* and *after* the Cabinet meetings.

For the "*before*":

- ❖ Allows the programming of an agenda with all of the Cabinet's events, where they can be distinguished between those that have already taken place and those that haven't. This agenda is public for the Cabinet Management network.
- ❖ Programs assignments for the Cabinet coordination team and for the Chiefs of Cabinets.
- ❖ Allows to Ministers to accept suggestions about topics or themes.
- ❖ Allows the storing of information that the Ministers send and that will be presented at the Cabinet meetings.
- ❖ Allows the interaction between Cabinet coordination offices and the offices of the Cabinet in each Ministry through a private messaging system.

For the "*after*":

- ❖ Allows the storage and distribution of memory aids or minutes of the Cabinet meetings.
- ❖ Supports the entire programming and managing process of the compromises.
- ❖ Allows the support of the management of the tasks assigned at the meetings.

A. REQUIREMENTS FOR “BEFORE,” “DURING” AND “AFTER” THE IMPLEMENTATION OF THE CABINET MANAGEMENT SYSTEM

The conditions described in this section are determinant factors for the good functioning and future sustainability of the results of the Cabinet Management System; thus the institutions should assume the compromise of following them.

Based on SIGOB’s experience, three types of resources are required for the Cabinet Management System’s best practice:

- Human resources—the general profile of each position within the Cabinet Management network is drafted. It is important to highlight that the more competitive the employees are, the better METAS will be run.
- Human resources office—comprised by no more than two people, the office is in charge of implementing and monitoring the Cabinet Management System’s progress.
- Technological resources (see Annex 1).

Regarding HR, a mobilization protocol or employment process should be followed according to national legislation, and in case it does not exist, precautions should be taken so that they are appropriately replaced while following a strict exchange of knowledge and tips about the Cabinet Management System. This is the only thing that will guarantee sustainability within the system and thus strengthen the institution in relation to its purposes.

1. Profiles of the employees of the Cabinet Management System

PROFILE 1: COORDINATOR OF THE CABINET OF MINISTERS IN THE OFFICE OF THE CHIEF OF GOVERNMENT

- Government employee in charge of coordinating meetings of the Cabinet.
- Deep knowledge about the structure of the executive branch, its organization and competencies.
- Deep knowledge about the judicial norms of the presidential attributions and of those assigned by law to the Ministers.
- Detailed knowledge of the government plan and of its priorities.
- Capacity to define priorities and establish courses of action based on information of institutional surroundings.
- Excellent people skills.
- Knowledge about ICT and information systems.
- Indispensable fluidity when dealing with the Minister.

PROFILE 2: CHIEFS OF CABINET (IN THE MINISTERIES)

- Government employees in charge of coordinating the Minister’s participation in the meetings of the Cabinet.
- Deep knowledge of the sector’s structure, organization and competencies.
- Deep knowledge about the judicial norms of the attributions of the Minister and of the Ministry.
- Detailed knowledge about the sector’s government plan, priorities and the main tribulations that it’s going through.
- Excellent people skills.
- Knowledge about ICT and information systems.
- Indispensable fluidity when dealing with the Minister.

B. Profiles of the employees that support the implementation and monitoring of the system's good functioning:

PROFILE:

- Deep knowledge of the structure of the Executive Branch and of the administrative routine that supports the Cabinet.
- Preferably an employee that works in the office of coordination of Cabinets of the Chief of State.

DUTIES:

- Provide methodological advice during the implementation of the Cabinet Management System and be in charge of accomplishing the productivity goals established during the implementation process.
- Revise periodically the actualization of the Cabinet's agenda.
- Provide methodological advice to the coordination offices of the Cabinet and to the Chiefs of the Cabinet.
- Analyze the rhythm of the accomplishment of the tasks that are being implement in the System.
- Interact with SIGOB in the implementation of the system and in the monitoring of its progress.
- Promote the different uses of the system besides those used daily.
- Create permanent capacitating workshops for when deficiency in the users' knowledge is detected.

SIGOB – MONITORING SYSTEM FOR ACTORS AND MATTERS OF GOVERNANCE - SIMAT

A. CHARACTERISTICS OF THE MONITORING SYSTEM FOR ACTORS AND MATTERS OF GOVERNANCE – SIMAT

1. What is the monitoring system for actors and matters of governance, also known as SIMAT?

SIMAT forms part of the SIGOB modules, specifically to the Government-Society Relations component, and has the objective of identifying citizens' perceptions expressed through the media in order to construct the necessary collectivities for the transformation programs.

SIMAT is a methodology for the production of a permanent information service about the conditions created by the media that contribute to the formulation of opinions about actors and matters that are key figures in governmental development programs; thus allowing the timely detection of citizen perceptions that develop from the consumption of information.

This way, a proactive perspective is generated in relation to the factors that constitute Democratic Governance, so that these relations are generated through the government's direct political action as well as through different citizen segments—such as the media—which provide information concerning governmental action.

2. What aspects does SIMAT aim to improve?

- ❖ Improve the time it takes to raise awareness about the daily behavior of governmental actors, under the purpose of defining whether it's convenient to organize responses by following what the press says or by direct intervention of one of the members of the government.
- ❖ Facilitate the informative process of the main events, positions and behaviors of the governmental actors.
- ❖ Raise the actual levels of coverage and quality of the information that is processed and distributed by the press and media services of the institution, diminishing at the same time the costs and avoiding duplication of the governmental teams dedicated to the same activity.
- ❖ Organize preventive actions according to the growth of the perception of the demand and conflict.
- ❖ Retain a global and segmented view of the press concerning the construction of the matters and actors of governance.
- ❖ Dispose a system for monitoring the management of the members of the government and their main advisors.

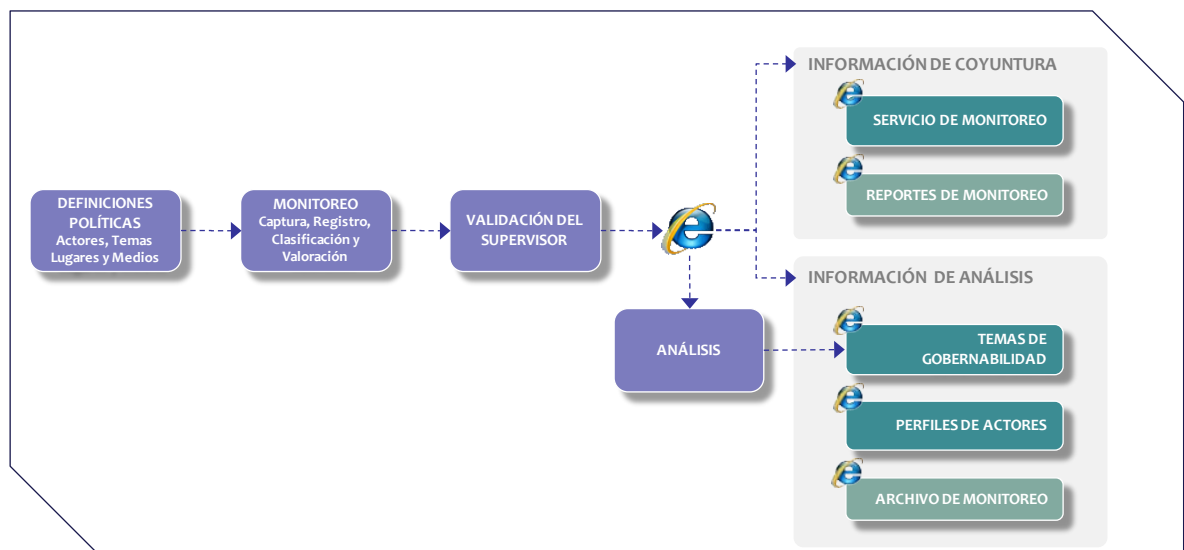
3. Who benefits from SIMAT's work?

- ❖ As providers, depositors of the process and of the work system the Press and Communication Units of the institution.
- ❖ As users: the institutional authorities “users” of the service: the Chief of Government, Ministers, political advisors.

4. What is the work process implemented by SIMAT?

The methodology proposed by SIMAT demands a work process that unites the work of the monitors, assistants and analysts. In a nutshell, the task process is as follows:

- Political definition: of actors, matters and foreseeable facts where some type of governance (economical, social, political, legal, or a combination of these). These elements are defined in the spheres of political decision and are provided to the SIMAT division.
- Monitoring of governance actors, matters and events: with these supplies the Monitor observes the apparition of these elements in a predetermined structure, s/he selects them, classifies them, and values its construction (according to ad-hoc methods developed by SIGOB).
- In a group of monitored pieces, the supervisor reviews the details of each one of them, adjusts or ratifies the classification and valorization made by the Monitor, and gives permission for the publication in the Internet.
- At the same time, the construction of a second type of SIMAT service begins with the analysis of the events of foreseeable conflict that may have an impact on governance levels, which require attention from the political staff. During this part of the process the work of the analyst is added, who in a precise way (brevity and financial means to express a concept with exactitude—RAE), makes situation profiles about these events. These profiles, along with the information on this topic compiled from the media, gives the higher aggregated value that the SIMAT possess, as a precaution against conflicts.
- SIMAT has three types of information consumption: the first one makes allusion to the consumption of news, either through the Web or through written press (in three shifts per day). The second one has to do with the analysis of governance events (whose consumption and action decision is probably in a different sphere from the one mentioned above). The third one has to do with an analysis of the profiles of the management actors that SIMAT has been adding throughout its existence. The work processes in each case varies from country to country, depending on the functional competencies about each one of these areas.



5. What type of operations does the UNDP-SIGOB software that supports the Monitoring System provide?

The contemplated proposal about the provision of the software for support of the daily activities of the Monitoring System for Actors and Matters of Governance that allows the analysis of information (Information and Analysis Modules, MIA for its initials in Spanish): multiple criteria database, registration in related databases, printing of reports, copies, etc.

Specifically this software allows:

- The registration, classification and algorithmic placing of the favorability criteria with which the matter and actors are constructed in the news.
- The storing of information that allows later analysis based on a multiple criteria search, under the purpose of finding degrees of consistency in the actors' behaviors, thus evacuating recommendations of the best courses of action.
- The construction and later consult about the analysis of facts (matters) of conflict prevision based on published news, providing favorability degrees with which the media have constructed the actors and matters of governance, aspects that allow the rapid and efficient decision-making about the role play of the protagonists and communicational strengths and weaknesses.
- To consult the actors' profiles to see the degree of conditions that the media utilizes to portray the actor's negotiations, matters, and spheres to which they belong.
- Provision of the daily reports about the press information invested in different communication channels.

B. NECESSARY REQUIREMENTS FOR BEFORE THE IMPLANTATION OF THE SIMAT IN THE INSTITUTION

The conditions described in this section are determinant factors for the good functioning and future sustainability of the results of SIMAT; thus the institutions should assume the compromise of following them.

Based on SIGOB's experience, three types of resources are required for SIMAT's best practice:

- Human resources that form part of SIMAT's information network, where the general profile of each position is drafted.
- Human resources office—in charge of implementing and monitoring SIMAT's progress, integrated by one person.
- Technological resources (see Annex 1).

Regarding HR, a mobilization protocol or employment process should be followed according to national legislation, and in case it does not exist, precautions should be taken so that they are appropriately replaced while following a strict exchange of knowledge and tips about SIMAT. This is the only thing that will guarantee sustainability within the system and thus strengthen the institution in relation to its purposes.

1. Employees of SIMAT's information service provision team

PROFILE: MONITOR

- **Quantity:** depending on the desired coverage, a monitor may register 40-60 pieces a day; minimum of two monitors to cover two shifts.
- **Profession:** Journalist or junior political analyst.
- **Experience:** 2 years monitoring media, capacity to manage databases and information classifying systems.
- **Qualities:** Knowledge of the structure of the media and of the main political actors.
- Capacity to write and synthesize.
- Management of the Internet, word processors and electronic tables.

- Disposition to be capacitated with SIGOB's instruments: MIAs and Web SIL.

PROFILE: SUPERVISOR - EVALUATOR

- **Quantity:** 1 person.
- **Profession:** Journalist or senior political analyst.
- **Experience:** 5 years in communications/press as political or institutional analyst, or the like.
- **Qualities:** knowledge of the institutional structure and of national media.
- Deep knowledge and capacity to analyze the news of the national political "environment" and the media.

PROFILE: ANALYST

- **Quantity:** depending if analysts of different tendencies are desired.
- **Profession:** Experienced political analyst.
- **Experience:** 5 years in the media as political or institutional analyst, or the like.
- **Qualities:** Capacity to analyze the behaviors of actors in relation to topics of repeated conflict (decentralization, autonomies, power composition, minimum wage, subsidies, budget, etc.).

2. Employees of substantial support to the implementation:

PROFILE:

- Deep knowledge of the structure of the executive branch and the media.
- Understanding about the groups that represent national civil society.
- Detailed knowledge of the National Development Plan.
- Comprehension of how the software works from a user point of view.

MAIN DUTIES:

- Provide methodological advice during the implementation of SIMAT.
- Be in charge of achieving the productivity goals regarding the entrance of information and internal dissemination about the system's use.

DESIRED QUALITIES OF THE EMPLOYEE:

- Professional with graduate degree in Journalism or Political Science.
- The employee should have disposition to the acquisition of new conceptual approaches, methodologies and work processes, and should undergo an evaluation process and a test of his/her learning.
- 2 years of experience in media analysis.
- Capacity to coordinate teamwork.

OPERATION DESCRIPTION

- To get to know the general approach, some of the methods involved, and the computer supports associated to SIGOB-UNDP, it is recommended that the employees read the texts and charts that are located in www.sigob.org.
- Weekly-monthly duties:
 - Review daily the work of the members that produce the information services, and together with the supervisor evaluate daily the teamwork and the use and production of SIMAT.
 - Monitor the quality of the functioning of SIMAT while its implementation lasts.
 - Capacitate the final users of the SIMAT.
 - Participate in the definition of the standardization of norms of the new work processes that involve the production of SIMAT services.
 - Interact with SIGOB in the implementation of the system and in the monitoring of its progress.

Special IT team for SIMAT (Additionally, the specified teams are in Annex 1).

- 5 Multimedia PCs connected to the Internet: DVD reader and writer, Windows Media Software (V 9.0), Windows XP, Antivirus, etc.
- Scanning equipment for newspaper articles (1 full page scanner).

SIGOB: COMMUNICATION ACTIONS SYSTEM - ACOM

A. CHARACTERISTICS OF THE COMMUNICATION ACTIONS SYSTEM (ACOM)

1. What is the Communication Actions System?

This system organizes communication actions through a method for building consensus on the CG's executive action and/or Government acts. A work procedure is established that reassures pertinence, opportunity and quality of the message by combining in the same process the political decision of the message's content with a production and distribution process fit to scale.

This system produces a service that is offered to national and international media, turning into an official production channel with communicational content from the Chief of Government. On the other hand, the communication messages that are produced in different formats are published not only in the Chief of Government's Internet channel, but also in main global information distribution networks such as YouTube, Global Link, Slideshare, Twitter, etc., primarily used by the region's youth.

This distribution strategy serves so that the media (especially the medium and small communication agencies spread throughout the country) can have access to direct information from the house of government 24-hours a day in the format of official bulletins, audio interviews, videos of events, etc. This service also includes a communication platform for archives where communication actions can be located by date, theme, action typologies, diffusion methods, etc. Finally, ACOM provides a service for the inscription of communicational requirements, demands for interviews with the Chief of Government and credential event requests.

2. What aspects does ACOM aim to improve?

- ❖ Diminish the uncertainty before the management of the CG's public communication.
- ❖ Improve the planning mechanisms, decision-making, execution and quality control of communication actions and measure the content's accuracy.
- ❖ Accumulates communication history for the organization's learning, benefiting the institution's memory.
- ❖ Centralize dispersed elements for the creation of new communication formats.
- ❖ Generate supplies for future communication.
- ❖ Define a participative strategy and democratic distribution of messages and communicational content.

3. Who benefits from ACOM?

- ❖ Citizens who receive with lower degree of intermediation the government's communication messages.
- ❖ Small and medium communication businesses that are users of the ACOM platform.
- ❖ The Chief of Government, who reassures the opportunity, pertinence and widespread of his messages.
- ❖ Communication unity from behalf of the institution that benefits from the work methodology.
- ❖ The government's communication actions team.

4. What is the procedure and how does ACOM's software work?

ACOM proposes a work routine oriented towards making communication or messages more efficient, which is a product of the practice of the system in its multiple implementations.

Basic procedure of ACOM's work routine:

- ❖ Political definition of the message that wants to be spread (what it is, coverage and when).
- ❖ Preproduction of the message:
 - Definition in charge of the creation of the content.
 - Verification and evaluation of relevant background and press related to the object and subject that form part of the content, and evaluate the level of favorability with which they are constructed, under the objective of guiding the type of format of the message's content.
 - Proposal of the communication product that supports the desired message: guidelines made official, audios of speeches or interviews, videos in off, active videos, photography, or a combination of these elements.
- ❖ Procedures for the decision and production:
 - Discussion based on the background and the production is decided.
 - The communication action(s) are
 - The production is registered.
 - The quality is verified and the ACOM system is dismissed.
- ❖ Procedures for after the production
 - The impact of the communication actions' content in the media is evaluated and registered in the ACOM software.

5. What operations does UNDP-SIGOB's software allow to support ACOM's work?

As you can see, this system contains many detailed methodologies and processes. As a product of the same experience for the ACOM system, a software has been developed that supports the described process by registering the conclusion of the analyses. It also contains a platform for interacting with the media, providing them with permanent content, receiving requests for the analysis of its communication archives, interview requests or credentials, or about further information about certain topics.

For the message's production:

- ❖ Registration of the message to be produced: description of the object, characteristics (theme, relevance, type of intervention, etc.), and location.
- ❖ Registration of background: background, annexed documents or other means of expression.
- ❖ Determination of a product: note to press, video, audio, intervention, etc. and maximum dates for production.
- ❖ Registration of the message's evaluation.

For consulting the service:

It is recommended that until this service is consolidated, it is offered directly and exclusively to the media as a way of amplifying the CG's official message. This service is available through an interactive Web page where you can:

- ❖ Consult the day's messages, communications, interventions, audios, photos, and videos.
- ❖ Consult the history of the communication production.
- ❖ Request interviews in the interview locker.
- ❖ Accredited press for events.

B. NECESSARY REQUIREMENTS FOR THE IMPLEMENTATION OF THE COMMUNICATION ACTIONS SYSTEM (ACOM)?

The conditions described in this section are determinant factors for the good functioning and future sustainability of the results of the ACOM system; thus the institutions should assume the compromise of following them.

Based on SIGOB's experience, three types of resources are required for ACOM's best practice:

- Human resources—the general profile of each position within the ACOM system is drafted. It is important to highlight that the more competitive the employees are, the better ACOM will be run.
- Human resources office—in charge of implementing and monitoring ACOM's progress.
- Technological resources (see Annex 1).

Regarding HR, a mobilization protocol or employment process should be followed according to national legislation, and in case it does not exist, precautions should be taken so that they are appropriately replaced while following a strict exchange of knowledge and tips about ACOM. This is the only thing that will guarantee sustainability within the system and thus strengthen the institution in relation to its purposes.

1. Human Resources of the production of the communication actions services.

POSITION: Content Editor

- **Quantity:** one person
- **Experience:** 3 years in editing written press.
- **Qualities:** Knowledge of the Government's strategy, management and coordination of projects related to public policy, ability to edit journalistically and correct *style*, knowledge about the structure of audiovisual scripts, management of the Internet, word processors, and image and sound formatting software, disposition to be capacitated with SIGOB's instruments: MIAs and ACOM Web.
- **Responsibilities:**
 - Editing content geared towards the media:
 - Editing notes directed to the press.
 - Selecting photographs, video and audio pieces to be shown in the media.
 - Publishing ACOM content:
 - Allowing the publication of communication pieces (press releases, photos, images, video, backgrounds and the press's agenda).
 - Publishing previews for the press.
 - Monitoring of the upload and actualization of ACOM's Information and Analysis Modules: of Communication Actions; Interventions; Compromises; and Tours.

POSITION: Journalist

- **Quantity:** Depending on the level of production, between 2-4 employees.
- **Experience:** 3 years in written press or corporative communication management.
- **Qualities:** Good writing skills, capacity to synthesize and polish journalistic writing, knowledge about the structure of audiovisual scripts, the Internet, word processors, management of image and sound formats, disposition to be capacitated with SIGOB's instruments: Intervention MIA and ACOM Web.
- **Responsibilities:**
 - Support communication action management:

- Preparation of backgrounds destined to the press that accompanies the Chief of Government.

Coverage of communication actions:

- Sound registration in-situ (Presidential interventions).
- Dispatch of previews of press releases.
- Elaboration of final press releases.
- Grammatical editing of presidential speeches.

Upload and actualization of ACOM's Information and Analysis Modules: of Communication Actions; Interventions; Compromises; Tours; Grammatical editing of presidential speeches; Image and sound incorporation.

POSITION: Transcriber of presidential interventions

- **Quantity:** 1 person
- **Experience:** In typing and writing.
- **Qualities:** Fast transcriber of audio records, know how to use the Internet, word processors and sound editing equipment, disposition to be capacitated with SIGOB's instruments: Intervention MIA.
- **Responsibilities:**
 - Receive sound dispatches.
 - Edit sound pieces.
 - Transcribe interventions of the Chief of Government.
 - Maintain and update fields of photography the MIA of Interventions.

POSITION: Photographer

- **Quantity:** 1-2 people
- **Experience:** At least 3 years as a graphic reporter in the media.
- **Qualities:** Capacity to photograph in the field and manage the Internet and image editing software, disposition to be capacitated with SIGOB's instruments: Intervention MIA.
- **Responsibilities:**
 - Register images of the presidential actions.
 - Edit photos.
 - Maintain and actualize photos in ACOM's Information and Analysis Module.

POSITION: Cameraman

- **Quantity:** 1 person
- **Experience:** At least 3 years as a cameraman in the media.
- **Qualities:** Capacity to record in the field and manage the Internet, digitalization of images and video editing, disposition to be capacitated with SIGOB's instruments: Intervention MIA.
- **Responsibilities:**
 - Record on tape the Chief of Government's actions.
 - Edit video pieces.
 - Maintain and actualize the video in the MIA of Communication Actions.

2. Substantial counterpart of human resources

The counterpart for the implementation of the ACOM system shall be the Content Editor.

3. Specific infrastructure for ACOM

The minimum equipment necessary besides the computer platforms specified in Annex 1 of this document is:

- 1 professional video camera, 2 professional digital cameras.

SIGOB – DOCUMENT TRANSPARENCY SYSTEM - TRANSDOC

A. CHARACTERISTICS

1. *What is the TRANSDOC System, also known as official correspondence?*

The document transparency system aims to make the official documents or correspondence that enters, exits, or circulates within the institution more transparent and agile. On the other hand, it's oriented to support the “zero paper” policy.

Specifically, this system is linked to the following document operations:

Regarding correspondence of external origin, this system supports all entrance operations, their distribution to the recipient and the associated responsible ones, allowing the following of them through different dispatches that were involved in their processing, in the preparation of the responses, their approval, delivery and exit registration.

Regarding correspondence of internal origin, the system supports all actions related to its processing, control and delivery outside the institution, as well as its registration. It is equipped with automatic formats and codes that liberate analytical capacity about the document, leaving aside tasks that would otherwise be used automatically for this concentration.

Regarding correspondence in electronic archives. This system incorporates organization methods and the use of electronic archives for official correspondence, which allow the search of documents and document parts under a multiple criteria search: dates, sender, receiver, topic, etc. This archive not only has the concrete correspondence, but also the history of the document's process. These pieces can be put into force once again when they are linked to an electronic file, making the archive dynamic and permanently available for the record of institutional events.

2. *What aspects does TRANSDOC aim to improve?*

- ❖ Speed up the process of documents through the use of automatic document mechanisms.
- ❖ Reduce the unnecessary bureaucratic intermediations when working with correspondence documents.
- ❖ Strengthen the control of the documents being processed through the separation by topic and employee.
- ❖ Provide internal transparency to the circulation and processing of internal and external documents.
- ❖ Contribute to the institutional “zero paper” policies.

3. *Who benefits from TRANSDOC?*

- ❖ The citizens that request actions through correspondence.
- ❖ The Chief of Government, Ministers.
- ❖ Institutional advisers.
- ❖ Regular assistants and the assistants to the chiefs of government.

4. *How do the task system and the TRANSDOC software work?*

SIGOB's Document Transparency System is a tool that supports more than 30 actions for each one of the four types of correspondence operations: those of external origin, those that circulate internally, those that are created, and the operations that are realized against the archives. These are the basic operations that the TRANSDOC software supports:

Entrance of Correspondence:

- Registration of information about each piece, including a summary of the correspondence that enters the institution.
- Digitalization of the signed documents, which are annexed to the correspondence's record.
- Automated distribution of correspondence.
- Classification by type, geographic location, topic, etc.

Operations of External Correspondence:

- Consult the comment with which the document is received.
- Monitor and control the internal path of the correspondence of external origin: employee that is currently working with it, activities developed in relation to the document, dates, etc.
- Search by or associate the documents with: precedents, derivations or associations.
- Consult attached documents: digital and/or hard copies received.
- Consult the classification of documents.
- Elaborate the derived document: using the institution's formats.
- Leave the document of internal or external origin pending for further work.
- Transfer the document to a third party, with an unlimited number of copies and a permanent control of the status of the transferred correspondence, until it finishes being processed.
- Declare the process done.
- Print the correspondence's record.
- Authorized employees supervise the status of the process of the document: by employee and by type of document.
- Place the automated document, its path within the institution, and the actions taken related in the archive, categorized by certain criteria: sender, date, code, geographic location of origin, internal recipient, etc., or a similar combination of them.

Operation of correspondence of internal origin:

- Elaboration of documents based on official formats and directory.
- Inter-dispatch transfer of documents in process of being elaborated, for the modification of documents or consults (internal circulation of drafts).
- Monitoring and control of the internal path of the correspondence, employee that currently has it, changes made, dates, etc.
- Supervision of the correspondence documents by employees and by type of document.
- Automated archive of the sent documents, of their internal path and the actions that were taken in relation to it, etc.
- Final dispatch of the document by the Official Exit Table.

Search operations for internal and external correspondence, either being elaborated or archived:

- By topic
- By date interval
- By last name
- By document number
- By location (country, city, etc.)
- By institution
- By employee that participated in the document's process
- By whether or not it has a response
- By origin: internal, external or both.

B. NECESSARY REQUIREMENTS FOR THE IMPLEMENTATION OF THE DOCUMENT TRANSPARENCY SYSTEM- TRANSDOC

The conditions described in this section are determinant factors for the good functioning and future sustainability of the results of TRANSDOC; thus the institutions should assume the compromise of following them.

Based on SIGOB's experience, three types of resources are required for TRANSDOC's best practice:

- Human resources—the general profile of each position within TRANSDOC is drafted. It is important to highlight that the more competitive the employees are, the better TRANSDOC will be run.
- Human resources office—comprised by no more than two people, the office is in charge of implementing and monitoring TRANSDOC's progress.
- Technological resources (see Annex 1).

Regarding HR, a mobilization protocol or employment process should be followed according to national legislation, and in case it does not exist, precautions should be taken so that they are appropriately replaced while following a strict exchange of knowledge and tips about METAS. This is the only thing that will guarantee sustainability within the system and thus strengthen the institution in relation to its purposes.

1. Human resources

The necessary human resources for TRANSDOC's operation does not have a determined profile defined, since this is a system transversal to the organization and of extensive use.

In general, this system is implemented with the human resources that normally work in the organization and correspondence management, and blends in with greater facility in the rest of the system since it is implemented on a management culture that is used to the management of official documentation.

It is important to mention that an employee that knows in detail about the institutional functioning should be at the Entrance Table or Correspondence Entry Window, and that this person should also know how to make executive summaries of the content of each correspondence, saving time so that the employees do not have to read the document attached to the received correspondence that has the scanned version of the original document.

Taking in mind the mobility of human resources in the public administration, it is necessary to count with a team of 2 employees that allows the training of the employees that enter the institution that will be responsible for the control of the system's use. Additionally, it's necessary that these employees become knowledgeable about the institutional functioning and the structure of the state and thus to be able to replicate the training and implementation throughout the rest of the institution.

2. Specific computer requirements for TRANSDOC

While SIGOB's TRANSDOC system requires the computer equipment that is described in annex 1 of this document, this section incorporates the specific requirements for this module.

Technical specifications for the scanner:

- Full page, flat screen scanner with automatic feeder.
- Resolution by hardware: 4800 x 4800 dpi
- Pages per minute: 35 ppm
- 3 year warranty (minimum).
- (Functioning certificate with Microsoft Windows XP Pro and ISO specifications)
- Manufacturer's ISO 9000 certifications

The number of scanners needed varies depending of the quantity of documents that come in every day. To make the calculation, approximately each employee at the entrance table has the maximum registration capacity of 80 to 110 correspondences per day.

SIGOB – REGULAR STRUCTURED PROCEDURE – TRE

APPLIED TO ADMINISTRATIVE HUMAN RESOURCES, MATERIAL, OR FINANCIAL PROCESSES.

A. CHARACTERISTICS

1. What is the TRE System?

The Regular Structure System—TRE—combines an intra and inter-institutional network oriented towards the strengthening of management capacities by improving the efficiency and transparency of their services. This system is based on a process previously rationalized, oriented towards simplifying the administration where the chains of aggregated value and the elimination of unnecessary bureaucratic intermediations are used as main criteria for the production of the service.

This system responds to the need of improving the efficiency level of attention of internal and/or external institutional demands, and whose attention processes have the following characteristics:

- ❖ Are or may be preventable, well known, and thus possible to rationalize and structure in order to obtain better quality of attention in lesser time.
- ❖ The demands for this service are vast and regular.
- ❖ The quality and speed of the response to these demands or requests have a positive impact on the gears of the main functions of the institution on the plaintiff's behalf.

The implementation of TRE comes in two big phases: the first phase involves a rationalization process through the identification of the incoming demand and the elements that the process should contain for the effects of aggregated value in each step, and recommendations for the elimination of the unnecessary bureaucratic intermediations; the second phase of the process involves the implementation of the system on top of the rationalized process.

3. What does TRE aim to improve?

- ❖ The relationship between the in situation and the plaintiffs of its administrative services, be they internal employees, citizens or institutions.
- ❖ The transparency levels of the process.
- ❖ The efficiency, efficacy and effectiveness levels in the institutional responses to the demands and/or requests received.

4. Who benefits from TRE?

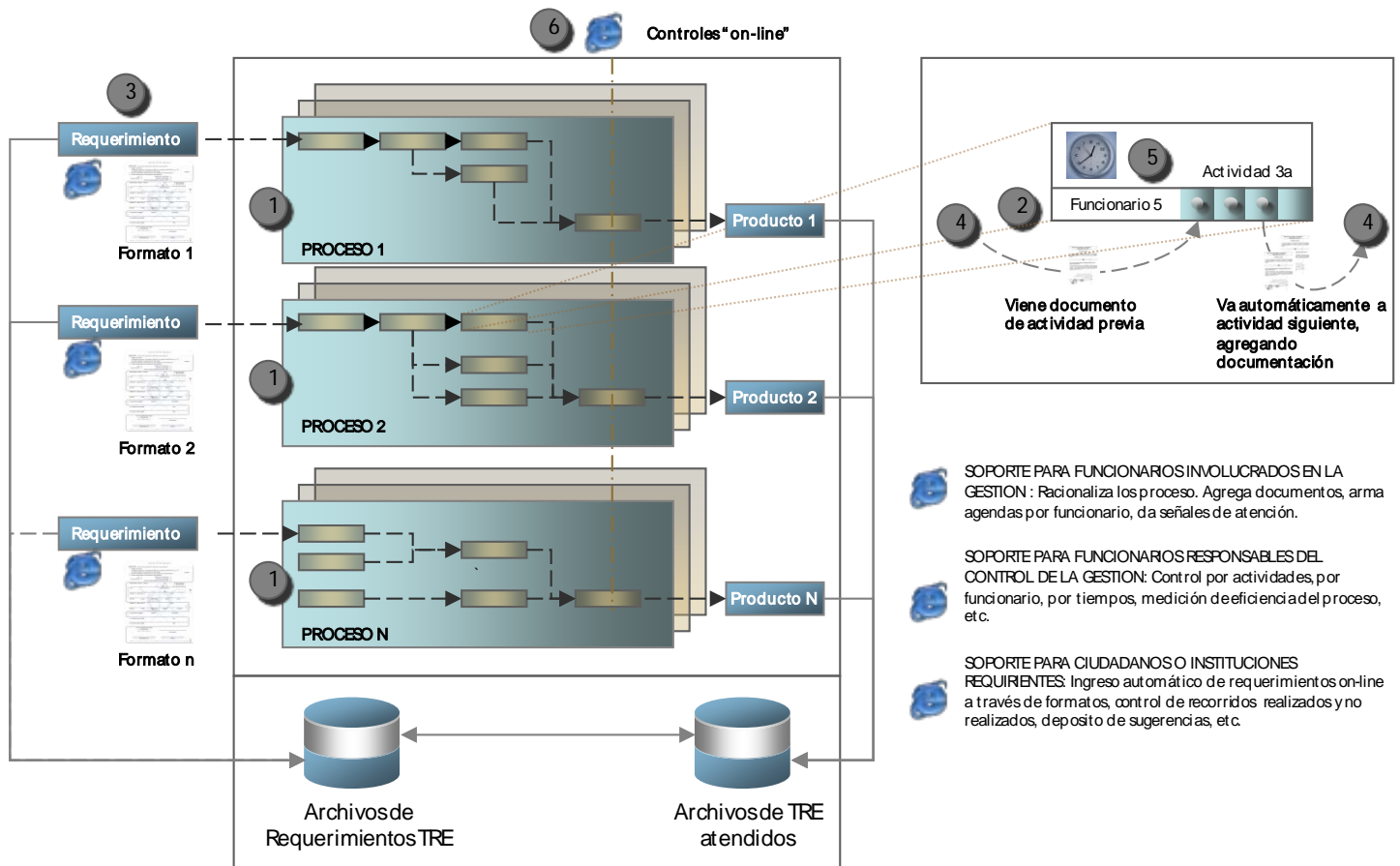
- ❖ The citizens, employees, or institutions that request or demand these services or processes to the institution.
- ❖ The relationships between the institution and its plaintiffs, be they citizens or institutions.
- ❖ The process of attention of the services provided by the institution.
- ❖ The transparency levels of the process.
- ❖ The efficiency, efficacy and effectiveness levels in the institutional responses to the demands and/or requests received, whose attention processes have been rationalized and systematized.

5. How does TRE work?

- ❖ The system initiates its implementation by rationalizing the process, for which it organizes work methods for the discussion of the process and of normative consistencies.
- ❖ After the rationalization, parameters are implemented and different members of the management network and the attributes of their participation in the process are defined.

- ❖ Once the structure is established, the SIGOB-TRE process is applied to the IT unit and to the document unit of support of the system's functioning.
- ❖ The process is initiated with adequate treatment of supplies, which come properly defined under the purpose of guaranteeing necessary information for the process. Afterwards, the transfer of step to step is done automatically, given that the assigned times to each step have been defined before hand, the system provides alarms that control the managing process so that the employees are on time in each phase. The sender of the correspondence can observe the status of its request at each step of the way.
- ❖ By using this tool in real time, it allows the management control to take an immediate form on the "balance line" of the process.

6. The task process to be implemented with the TRE System



B. NECESSARY REQUIREMENTS FOR THE IMPLEMENTATION OF THE REGULAR STRUCTURED SYSTEM—TRE

The conditions described in this section are determinant factors for the good functioning and future sustainability of the results of the TRE; thus the institutions should assume the compromise of following them.

Based on SIGOB's experience, three types of resources are required for the TRE's best practice:

- Human resources—the general profile of each position within the TRE network is drafted.
- Human resources office—comprised by no more than two people, the office is in charge of implementing and monitoring the TRE's progress.
- Technological resources (see Annex 1).

1. Human resources of the TRE network

The necessary human resources for the TRE's operation have a defined profile depending on which of the three procedures it is dealing with: the one that the employees are in charge of the admissibility of the process, the one that the employees are linked to some of the activities of the process, and the employee that acts as the coordinator. Taking in mind that the same TRE system can have various TRE procedures linked to each other, there will be as many groups of this nature as number of procedures.

POSITION: Employees that register the document

- **Quantity:** one or more, depending on the workload
- **Experience:** Proved in terms of revision of formatted documents for entry and other documents within the procedure. Application of normative or legislation about the processes that require legal safekeeping.
- **Qualities:** Capacity to register data, use the Internet and word processors. Disposition to learn how to use TRE.
- **Responsibilities:** Register the document that is associated to this position through the verification of all the requirements.

POSITION: Employee that forms part of the process's chain of aggregated value

- **Quantity:** one or more, depending on the quantity of activities and the workload of each one of the activities linked to the process.
- **Experience:** Proved in terms of revision and approval criteria of what corresponds to the management process. Application of normative or legislation about the processes that require legal safekeeping.
- **Qualities:** Capacity of analysis closely linked to the activity and product that the activity's process demands.
- **Responsibilities:** Be aware of the documents they receive; analyze the requirements that come with the prior activity; cross information (if need be) to guarantee what corresponds to the process; and evacuate the corresponding product and that at the same time will be used as supplies for the following activity.

POSITION: Coordinator employee of the process

- **Quantity:** 1 per process.
- **Experience:** Proved in terms of management of teamwork and revision of workload. Application of normative or legislation about the processes that require legal safekeeping.
- **Qualities:** Capacity of analysis of synergies between process activities.
- **Responsibilities:** Control the status of the process and the obstacles in the way, create balance of the service's production line, proposing changes or reassigning job positions so that the process does not fall through from the temporary compromises assumed by the service.

2. Human resources for the implementation and monitoring of TRE's good functioning

PROFILE:

- Deep knowledge of the institutional structure and of the services that TRE supports.
- Experience with teamwork.
- Comprehension of how the software works from a user point of view.

MAIN DUTIES:

- Provide methodological advice during the implementation and maintenance of TRE in the institution.

DESIRED REQUIREMENTS OF THE EMPLOYEE:

- Professional with a graduate degree in Public Administration or Business Administration.
- Disposition to the acquisition of new conceptual approaches, methodologies and work processes, and to undergo evaluation and tests to measure his/her learning.
- 2 years of experience in the re-engineering of processes.
- Capacity to coordinate teamwork for the monitoring of operation systems.

DESCRIPTION OF OPERATIONS:

- To get to know the general approach, some of the methods involved in and computer support networks associated to SIGOB, it is recommended that the employee read the texts and charts presented in www.sigob.org.
- Weekly-monthly duties:
 - Revise the system's progress daily.
 - Monitor the quality of the balance of the negotiations through the verification of the obstacles versus the temporary terms assigned to the negotiation process and its activities.
 - Capacitate the final users of TRE.
 - Participate in the definition of the norms for the legalization of TRE and the successive changes that arise as a product of the dynamic of the demand of the processes on behalf of the plaintiffs (either citizens or employees).
 - Interact with SIGOB in the implementation of the system and in the monitoring of its progress.



**ANNEX 1:
THE NECESSARY INFORMATION AND COMMUNICATION
TECHNOLOGIES REQUIREMENTS FOR THE FUNCTIONING
OF SIGOB'S SOFTWARE**

The following specifications present an indispensable requirement for the good functioning of SIGOB's software and should be present at the beginning of the implementation project of one of its modules. This annex presents the necessary resources for this perspective, having in mind that the most important ones are the Human Resources that will be assigned to the IT administration of SIGOB's software and those that are associated to the management and maintenance of the networks, servers and databases.

A. HUMAN RESOURCES—EMPLOYEES IN THE INFORMATION AND COMMUNICATION TECHNOLOGIES (IT) AREA

1. Employee in charge of the implementation and technological administration of SIGOB's specialized support.

1. MAIN FUNCTION

Direct and execute the installation, configuration and administration processes of SIGOB's computer softwares and advise their implementation

2. GENERAL REQUIREMENTS FOR CANDIDATES FOR SIGOB'S STAFF

Attitude towards learning:

- The candidate should be predisposed to the acquisition of new conceptual approaches, new methodologies and work processes.
- Attitude to actively participate in the new learning processes—undergo an evaluation process to grade his/her learning.

3. SPECIFIC REQUIREMENTS FOR THE POSITION

- Professional with advanced ICT studies.
- 2 years of experience in the administration of interactive, collective, and management systems in a network environment with at least 30 users.
- Experience capacitating and supporting final users.
- Experience in the implementation of new work systems.

4. DESCRIPTION OF OPERATIONS

To know the general focus, some of the methods involved and SIGOB's computer supports, it is recommended that the candidate read the texts and diagrams presented in the CD of the "Corporate Offer" of the UNDP Regional Project "Management of Capacity-Building for Democratic Governance", or acquire them through www.sigob.org.

Installation and configuration of SIGOB:

- Installation and maintenance of SIGOB's computer software in the main server and the monitoring of clients according to different configuration options allowed by the system.
- Creation and administration of the users of the system, assigning participation attributes, security attributes, etc.
- Capacitating and coordinating the support of final users throughout the different components of the system.
- Participate with those responsible of the different modules of the system in the evaluation process and in the definition process of the usage strategy.

- Employee in charge of the administration of networks, communication and databases supporting SIGOB's components.

1. MAIN DUTIES

Install operating systems, networks, and basic complementary software, configure the database motor in the server and install the clients of the support network to the SIGOB modules.

2. GENERAL PREREQUISITS

Attitude towards learning:

- The employee should be predisposed to the acquisition of the new conceptual approaches, methodologies, and work processes.
- Attitude towards actively participating in new learning processes. Undergo an evaluation process to grade his/her learning.

3. SPECIFIC REQUIREMENTS FOR THE POSITION

- Administrator (preferably certified) of Windows and SQL Server.
- Deep knowledge of the installation, configuration, granting of permission, user profiles, security policies, administration of services, etc.
- Proved experience in the administration of the installation of at least 30 users per year.
- Experience in the installation and configuration and administration of Antivirus systems, PROXY Server, Web Server, Mail Server, and other complementary services.
- Knowledge of basic network design, TCP/IP protocol, switch installation and configuration, firewall and other active network elements.
- Experience in the definition and procedure application for the technological area of your specialty.
- Experience in the installation, configuration, creation of logins, users, granting of permission, creation of tables, views and indexes, knowledge of SQL language, stored programming procedures and SQL sequences, etc.
- Knowledge of the management of security policies, backup and recuperation of information, automatic event programming, etc.
- Experience in the definition and application of procedures for the technological area of your specialty.

4. DESCRIPTION OF OPERATIONS.

To get to know the general approach, some of the methods involved and the computer supports associated to SIGOB, it is recommended that the employee reviews the texts diagrams presented in the CD of the "Corporative Offer" of the UNDP Regional Project "Management of Capacity-Building for Democratic Governance," or acquire them through www.sigob.org.

Installation and configuration of SIGOB in the institutions:

- Installation, configuration and maintenance of the domain servers and auxiliary servers,
- Administration of user accounts, profiles, shared resources, creation of tables, stored procedures, etc.
- Installation, configuration and maintenance of services and/or systems with complementary base such as: WEB Server, PROXI Server, MAIL Server, Antivirus Systems, etc.
- Collaborate in the definition and/or redefinition and optimization of the data network.
- Definition and assignation of protocols and network directions.
- Participation in the definition of security policies and in the definition of procedures for their application and maintenance.
- Installation, configuration and maintenance of the Database MS SQL Server.
- Control of the maintenance of indexes, optimization of the database, assignment of physical spaces, etc.
- Design and application for backing up policies and restoring information.
- Experience in the definition and application of procedures for the technological area of your specialty.

A. NECESSARY HARDWARE FOR THE IMPLEMENTATION OF SIGOB MODULES

The operation of SIGOB's software, just as any computer system, requires a basic technological infrastructure made up of servers, work stations, and software bases (database, operative systems, antivirus, etc.) and data and communication networks. This infrastructure is the normal structure that any institution should count on.

It is important to notice that SIGOB freely provides its software to the institution so that specific actions agreed upon can be executed.



The following hardware and software bases and network elements are necessary to be able to operate SIGOB's software:

Hardware

- . Database server
- . Web server
- . Workstations
- . Printers

Software

- . Windows operating system for servers and workstations
- . Database motor for MS-SQL server
- . MS-Office or Open Office suites

Data and communication networks

- . Network cabling
- . Communication equipment (Switch, hub)

As it is wide known, there are other elements of this infrastructure that aren't indispensable but are highly recommendable to assure the proper functioning of the systems (not only SIGOB's). Some of them are:

Hardware

- . Back-up slides (tapes, CDs, etc.)
- . Uninterrupted power source
- . Firewall and security slides in hardware

Software

- . Back-up software
- . Antivirus
- . Security software (intruder detection, anti-spam, etc.)

Data and communication networks

- . Safety slides (firewall, router, etc.)

It is not the purpose or responsibility of this project to conduct an analysis, write a recommendation or restructure the institution's technological infrastructure, nor it is the purpose to analyze and elaborate proposals of the processes to be conducted in the technological sphere of the institution.

The dimensioning of the teams varies according to the quantity of users the institution has, the quantity of implemented systems, their critical level and occupation degree of the different elements of the technological infrastructure. Therefore, it is necessary to count with the additional hardware and software that the institution possesses in an analysis that those responsible of the area should make, since it is them who know it best.

In case the need of acquiring additional equipment is determined for one of the reasons mentioned above, we recommend, within possibility, that the last generation equipment be purchased and dimensioned to cover reasonable growth perspectives to the effect of better taking advantage of the investment.

Next is a list of hardware components and their characteristics recommended to support SIGOB's software in order to reassure its existence at the beginning of the institution's project.

A.1. HARDWARE

Good or Service	Technical Description
Database Server	<ul style="list-style-type: none"> • 2 Processors Quad Core Intel® Xeon® E5405, 2x6MB Cache, 2.0GHz, 1333MHz FSB • Frontal data bus (FSB) de 1333 MHz., y 2x6MB of L2 cache or superior. • 16GB 667MHz (8x2GB), Dual Ranked DIMMs, or superior. • PCI Riser 2 slots PCI X, (3 volts) and 1 slot PCIe • Integrated controlling PERC 6/i card, • Disc configuration: SAS/SATA RAID 10 integrated, PERC 6/i integrated, • 4 hard drives of 160 GB, Serial Attached SCSI 3GBps, of 3.5 inches, • PowerVault 100T, DAT72 Tape Backup, 36/72GB, w/Controller, Internal (recommendable) • 5 DAT72, Tape media cartridge, 36/72GB, 5PK, (recommendable) • 1 o 2 serial ports and 1 parallel port, • Minimum of 2 USB 2.0 ports, • Unit DVD-ROM, SATA, Internal • Tower chassis • English keyboards and mouse with 2 buttons • Double Ethernet card incorporated, • Integrated video card, (specify quantity and type of video memory). • Off/on support by Operating System (ATX power source), • Redundant energy supply with dual cables and automatic electric feed of 220-110 Volts and redundant fans. • Windows Server®2003 Operating system license, Standard x64, Incl 5 CALs. • Corporative Antivirus NOD32 Software license. (Recommended) • ISO certificate of the manufacturer. • All the drives, CD-ROM, hard drive, etc., should be assembled in the factory of origin. • 3 year warranty, including replacement parts in-situ fixing.
WEB Applications Server	<ul style="list-style-type: none"> • 1 quadruple Intel® Xeon® Processor; X3220 2x4MB Cache, 2.4GHz, 1333MHz FSB, • Frontal data bus (FSB) of 1333 MHz., and 2x6MB of L2 cache or superior. • Memory DIMM 4GB, 800MHz (4x1 GB), Single Ranked, or superior, with capacity of growth. • Integrated controlling PERC 5/i card, • Configuration of discs: SAS/SATA RAID 5 integrated, PERC 5/i integrated, • 3 hard drives of 250 GB, SATA, of 3.5 inches, with a velocity of 7,200 RPM, • Posterior 1x2 panel for hard drive units of 3.5 inches • 1 or 2 serial ports and 1 parallel port, • Minimum 2 USB 2.0 ports, • DVD-ROM, SATA, Internal units. • Chassis type towers. • English keyboard and mouse with 2 buttons. • Ethernet card. • Integrated video card, (quantity specified and type of video memory). • Off/on support by Operating System (ATX power source), • Redundant energy supply with dual cables and automatic electric feed of 220-110 Volts. • Windows Server®2003 Operating system license, Standard x64, Incl Hyper-V™, Incl 5 CALs. • Corporative Antivirus NOD32 Software license. (Recommended) • ISO certificate of the manufacturer. • All the drives, CD-ROM, hard drive, etc., should be assembled in the factory of origin. • 3 year warranty, including replacement parts and in-situ fixing.
UPS for Servers	<ul style="list-style-type: none"> • Prepared UPS in RACK format. • Capacity: 3000 VA, or superior. • Stand-by mode or On-Line, • Electric feed of 110/220 Volts 50 Hz and exit of 110/220 volts stabilized, +/- 10%. • Protection against high voltage peaks and short-circuits • Autonomy of at least 30 minutes with a full charge battery or 60 minutes at medium charge • Monitoring interface with RS-232 DB-9 port and connection cable. • Lumina and acoustic indicators of the UPS's charging level and status. • Sealed, dry batteries, maintenance free. • 3 year warranty including replacement parts and in-situ fixing.

**WORK STATIONS**

- Processor: Intel® Pentium® Dual Core Processor E2140 (1.60GHz, 1M, 800MHz FS)
- Operating System: Windows XP Professional SP2 o Windows Vista
- Memory: 1GB DDR2, 667MHz
- Hard Drive Configuration: 1 Hard Drive 160GB SATA 3.0Gb/s
- Video Card: Dedicate Video 64 MB, or More
- CD/DVD Drive: 8X DVD-ROM

B.2. DATABASE SOFTWARE

Cost Licensing SQL Server 2005 Standard Edition (Processor License)

Reference <http://www.microsoft.com/sql/howtobuy/default.aspx>

B.3. COMUNICACIONES INTERNAS/EXTERNAS - CABLEADO ESTRUCTURADO

An excellent connectivity level both inside and outside the institution shall be guaranteed.

From the Server's side there should be 1 megabyte (preventing 50 users online), each client can operate from 128kbits (256kbits recommended).

SIGOB MODULES	EVALUATIONS	HISTORY OF APPLICATIONS	141
GOALS SYSTEM	<ul style="list-style-type: none"> - UNDP Evaluation Perez del Castillo/Pedro Urria year 2000. - UNDP Tripartites years 2000 and 2005. Multiple visits for the observation of the functioning of the SIGOB-Goals System in operation in countries (Colombia, Brazil, Dominican Republic). - Evaluation through comparison with other offers: PR Brazil/PR Colombia/PR Panama. Evaluation of UNDP's regional program, SIGOB included. - Evaluation of UNDP RBLAC-SIGOB 2007. (26 interview in 7 countries) 	<ul style="list-style-type: none"> PR Brazil 2004 PR Colombia 2003 PR Ecuador 2000, 2004, 2005 PR Guatemala 2005-2008 PR Panama 2006 (in process) PR Paraguay 2010 PR Peru 2007-2009 PR Dominican Republic 2000-2005 Gov. Province of Buenos Aires, Argentina 2006 Gov. State of Amazons, Brazil 2004 Min. Defense, Colombia 2004 Min. Interior and Justice, Colombia 2004 Min. of Government, Province of Buenos Aires 2006 Mayor's Office, Bogota 2007 Chief of Gov.'s Office, Mexico DF 2008-2010 Supreme Court of Justice, Dominican Republic 2008 Presidency, Guatemala 2008 ESAP Colombia 2008 Gov. of Cesar, Colombia 2009-2010 Mayor's Office, Cartagena, Colombia 2008-2009 Gov. of Chaco Province, Argentina, 2009-2010 	23
MANAGEMENT CENTER (PRESIDENT, GOVERNOR, PREFECT AND MINISTER)	<ul style="list-style-type: none"> - UNDP Evaluation Perez del Castillo/Pedro Urria year 2000. - UNDP Tripartites years 2000 and 2005. - Evaluation through visits for the observation of the functioning of the system in other countries (Chile, PR Brazil, PR Guatemala, Prefecture of Sao Paulo, Presidency of the State of Minas Gerais (BR)). - Evaluation of the Brazilian Cooperation Agency ABC (positive results). SIGOB evaluation 2007. 	<ul style="list-style-type: none"> PR Brazil 2004 (Renovation 2010) PR Ecuador 2000 (B), 2005 PR Dominican Republic 2000-2005 PR Colombia 2003 PR Panama 2005 Vicepresidency of Paraguay 2005 Gov. State of Amazons, Brazil 2004 Prefecture of Sao Paulo 2006 Min. Planning Brazil 2006 Min. Defense, Colombia 2004 Min. Interior and Justice, Colombia 2004 Mayor's Office, Cartagena, Colombia 2008 Chief of Gov.'s Office, Mexico DF 2007-2009 ESAP Colombia 2008 Gov. of Cesar, Colombia 2009 Gov. of Chaco Province, Argentina, 2009 Min. Justice, Security and Human Rights, Argentina 2010 Chamber of Accountibility, Dominican Republic 2010 	20
DOCUMENT TRANSPARENCY SYSTEM OR SYSTEM OF CORRESPONDENCE	<ul style="list-style-type: none"> - UNDP Evaluation Perez del Castillo/Pedro Urria year 2000. - UNDP Tripartites years 2000 and 2005. - Evaluation through visits for the observation of the functioning of the system in other countries (Chile) - SIGOB regional evaluation 2007. 	<ul style="list-style-type: none"> PR Brazil 2004 PR Chile 2003 PR Colombia 2003, 2009 PR Ecuador 2000, 2002, 2005 PR Guatemala 2005 PR Panama 2006 PR Paraguay 2003 PR Dominican Republic 2000-2005 Gov. State of Amazons, Brazil 2004 Min. Defense, Colombia 2004 Min. Interior and Justice, Colombia 2004 Min. of Government, Province of Buenos Aires 2006 Min. of International Relations, Dominican Republic 2001 Min. of International Relations, Ecuador 2001 Min. Agriculture Paraguay Mayor's Office, Bogota 2007 Prefecture of Sao Paulo 2007 Waters System, Mexico DF 2008 Chief of Gov.'s Office, Mexico DF 2008 	25

SIGOB MODULES	EVALUATIONS	HISTORY OF APPLICATIONS	141
		Chamber of Accountibility, Dominican Republic 2010	
MANAGEMENT OF DISPATCHES SYSTEM	IDEM	PR Brazil 2004	23
		PR Chile 2003	
		PR Colombia 2003	
		PR Ecuador 2000, 2004, 2005	
		PR Guatemala 2005	
		PR Panama 2006 (in process)	
		PR Paraguay 2003	
		PR Dominican Republic 2000-2005	
		Gov. State of Amazons, Brazil 2004	
		Min. Defense, Colombia 2004	
		Min. Defense Chile 2001	
		Min. Interior and Justice, Colombia 2004	
		Gov. Province of Buenos Aires, Argentina 2006	
		Min. of International Relations, Dominican Republic 2001	
		Min. of International Relations, Ecuador 2001	
		Min. Agriculture Paraguay	
		Mayor's Office, Bogota 2007	
Prefecture of Sao Paulo 2007			
Chief of Gov.'s Office, Mexico DF 2008			
Waters System, Mexico DF 2008			
Supreme Court of Justice, Dominican Republic 2008			
MONITORING SYSTEM FOR ACTORS AND MATTERS OF GOVERNANCE	IDEM	PR Ecuador 2000 (B), 2005	13
		PR Panama 2005	
		PR Dominican Republic 2002, 2007, 2010	
		PR Colombia 2003	
		Mayor's Office, Bogota 2007	
		CSJ Paraguay 2001-2003	
		House of Deputies Paraguay 2004	
		Gov. of Cesar, Colombia 2009	
		Mayor's Office, Cartagena, Colombia 2008	
Gov. of Chaco Province, Argentina, 2009			
COMMUNICATION ACTIONS SYSTEM	IDEM	PR Panama 2006 (in process)	8
		PR Ecuador 2000, 2004, 2005	
		PR Chile 2001	
		Gov. of Cesar, Colombia 2009	
		Mayor's Office, Cartagena, Colombia 2008	
		Chief of Gov.'s Office, Mexico DF 2008	
		Gov. of Chaco Province, Argentina, 2009	
Min. Justice, Security and Human Rights, Argentina 2010			
PROGRAMMING AND MANAGEMENT SYSTEM OF THE STRATEGIC	IDEM	PR Ecuador 2000 (B)	5
		PR Dominican Republic 1998 and 2006	
		Mayor's Office, Cartagena, Colombia 2 (in process)	
CABINET MANAGEMENT SYSTEM	Internal evaluation in the Presidency's office.	PR Brazil 2004, part of the methods of this system were incorporated into the MC of the Brazilian Presidency.	2
		PR Colombia 2003-present	
SYSTEM OF INTERINSTITUTIONAL AGENDA	SIGOB evaluation 2007.	PR Ecuador 2005	3
		PR Panama 2005	
		Chief of Gov.'s Office, Mexico DF 2009	
CITIZEN FORUM SYSTEM	Evaluation through visits for the observation of the functioning of the system in other countries (Colombia basically). SIGOB evaluation 2007.	PR Panama 2005 (Provincial Councils)	5
		PR Colombia 2003 (Communal Councils)	
		PR Ecuador (Novoa, Discussion tables with indigenous)	
		PR Colombia 2008 (Communal Councils)	
MANAGEMENT OF BILLS SYSTEM	Without evaluation, only appreciated commentaries of the Government of Colombia	PR Guatemala 2005	4
		PR Colombia 2003	
		PR Dominican Republic 2000	
		PR Ecuador 2006	
SYSTEM OF DEFENSE OF THE STATE	Without evaluation, only appreciated commentaries of the Government of Colombia	Gov. of Cesar, Colombia 2009	2
		Min. Interior and Justice, Colombia 2004	
		PR Colombia 2003	
		Mayor's Office, Cartagena, Colombia 2009	

SIGOB MODULES	EVALUATIONS	HISTORY OF APPLICATIONS	141
REGULAR STRUCTURED PROCEDURES SYSTEM	Without evaluation, only appreciated commentaries of the Government of Colombia	Min. Planning Brazil 2006-2007 (proceses of reform and modernization of the State) Min. Economy and Finances Ecuador 2003 (in process of payment of external debt). Chamber of Accountability, Dominican Republic 2010	3
SIGOB-Local (Project)		UN System Ecuador, "Development of Equity and Local Competitivity" Agenda	1
SIGOB- DEMOCRATIZATI ON OF FTA		Cinver Chile 2008	1
SIGOBIOUS- JUDICIAL MANAGEMENT	CSJ Paraguay (team SIGOB). 4 evaluations from the IDB and 2 UNDP tripartites.	CSJ Paraguay (team SIGOB) CSJ Colombia CSJ Dominican Republic	3