Public Policy Observatories in the Americas

A Guide for Their Design and Implementation in Our Public Administrations

Organization of American States

Department for Effective Public Management

Organization of
American States

Public Policy Observatories in the Americas

**A Guide for Their Design and Implementation
in Our Public Administrations**

Printed in the United States of America

CONTENTS

Introduction

The Organization of American States (OAS), in keeping with the OAS Charter, instruments of international law in our hemisphere, and the Inter-American System, has in recent years been undertaking cooperation activities through the Department for Effective Public Management, the objective of which is to contribute to strengthening public administrations, and hence, democratic governance.

One of the objectives of the OAS Department for Effective Public Management is to promote and facilitate the generation of knowledge on issues currently existing in the region on public management, through initiatives such as the Inter-American Award on Innovative Experiences In Public Management, the Inter-American Cooperation Mechanism for Effective Public Management (MECIGEP), the development and elaboration of the Database and publications; and the realization of meetings, seminars and conferences to allow the exchange of experiences

It is in this spirit that a publication entitled ***Public Policy Observatories in the Americas—A Guide for Their Design and Implementation in Our Public Administrations*** is being presented at this time. The publication seeks to be an operational manual for the implementation of this knowledge management tool applied to public administration.

Decision-making in public management is always a complex process that is hard to grapple with, to the extent that it is difficult to have reliable and valid information about all the possible variables involved. Indeed, in light of this, the need to manage, or where appropriate, generate information on behalf of public administrations is evident.

Furthermore, it is obvious that in the past few years there has been growing interest in studying and understanding public administration. We can identify, inter alia, universities, think tanks, a whole host of academic organizations, as well as social organizations that create knowledge and make very useful contributions to public management. Given this landscape, we can affirm that an interesting opportunity exists in our region to bolster initiatives related to collaborative government and social innovation between all these entities and organizations and public administrations.

Thus, the development of public policy observatories is an initiative that some public administrations have implemented to manage knowledge. The use of observatories enables public administrators to have greater information to design, develop, implement, and evaluate their public policies, preventing disconnects that distance them from the reality in which they are to be applied. Furthermore, observatories constitute windows from which citizens may obtain valuable data on the work of public administrations, allowing for

better citizen participation.

In that context, this publication aims to foster the creation of public policy observatories by making information available to public officials, the academic community, scholars of public administration, and public in general, on their usefulness and performance, as well as experiences in the region.

The first part of the publication uses an analytical and narrative approach to address in a didactic and explanatory manner the main characteristics of public policy observatories in general. It emphasizes their common elements and the lessons that guide public policy makers on the road map to follow in creating a new public policy observatory. The second part is a description of thirty-eight public policy observatories found in different countries and international organizations around the region. Four descriptive categories are used for this purpose: General Information (definition, law, organization, etc.); Objectives (What do they seek to do?); Content (What can be found?); and Contact Information (telephone number, web address, etc.).

This publication of the OAS Department for Effective Public Management (DEPM) is the continuation of a series of publications – realized in 2013 and 2014[1] - whose clear cut objective is to furnish elements and knowledge that enable the development of new endeavors and innovations in public management, as well as the undertaking of further research, supporting in this way the development of more transparent, effective and citizen-oriented public institutions for the strengthening of democratic governance and a better response to the concerns of the citizens of the Americas.

Washington DC, January 27, 2015

María Fernanda Trigo
Director
Department for Effective Public Management
Secretariat for Political Affairs
Organization of American States

---

[1] - Public Management Guiding Institutions of the Americas – Exploratory Study
  - Municipal Open Government. From the administrative proximity to the collaborative action
  - Towrds participative process and co-production in the Open Government
  - Open Government: towards a new public Management paradigm

Part I

**ANALYSIS AND CONCEPTUALIZATION OF
PUBLIC POLICY OBSERVATORIES**

Part I
ANALYSIS AND CONCEPTUALIZATION OF PUBLIC POLICY OBSERVATORIES

1 WHAT IS A PUBLIC POLICY OBSERVATORY?

A public policy observatory is an information system that produces, systematizes, and provides knowledge about a specific area or areas that are of interest and use to public administrators.

2 WHAT IS THE PURPOSE OF PUBLIC POLICY OBSERVATORIES?

The purpose of public policy observatories is to allow for the exercise of public management based on "contrasted data," whereby decisions in the public sphere are supported by data and information, thus giving greater certainty to judicious public decision-making.

3 WHAT ARE THE OBJECTIVES OF PUBLIC POLICY OBSERVATORIES?

Public policy observatories generally have two concrete objectives, notwithstanding other specific objectives they may have in keeping with an observatory's characteristics:

• To provide useful, timely, and reliable information regarding public administration tasks or related topics, which is used by public administrators or managers in their administrative duties at the helm of public entities.

• To furnish information on institutional operations, be those policies, programs, or projects, enabling their analysis, evaluation, monitoring, and oversight by public servants themselves, citizens, or interest groups that interact with the public administration.

4 WHAT KIND OF PUBLIC POLICY OBSERVATORIES ARE THERE IN THE REGION?

Notwithstanding other systematizations, and based on the information compiled on 38 public policy observatories in the region, the observatories can be classified according to the nature of the institution that runs the observatory, the topics it covers, its geographical scope, and the recipients of the information.

4.1 THE REGION HAS PUBLIC, PRIVATE, AND MIXED (PUBLIC-PRIVATE) OBSERVATORIES, ACCORDING TO THE NATURE OF THE INSTITUTION THAT RUNS THE OBSERVATORY

Public observatories are generally administrative units or functions of state-run public entities, whether national or subnational. An example of a public policy observatory is the District Observatory for Programs of the Ministry of Development and Social Inclusion (MIDIS), which allows for information to be obtained on beneficiaries of social programs at different administrative levels. Decision-making by responsible authorities is thus improved—such as in targeting resources—and the observatory serves as a tool for transparency on resources used.

Source: District Observatory for MIDIS Programs

Private observatories are managed, inter alia, by non-governmental organizations and private universities. By way of example, we can cite the Public Policy Observatory for Latin America (OPPAL) of the University of Deusto, where qualitative and quantitative analyses and evaluations of Latin American public policies can be found.

Mixed observatories are run by consortiums of organizations that include public and private- sector agencies that join together based on their specialization or interest in a thematic area. For example, Paraguay's Human Resources in Health Observatory has the cooperation of national universities, the Paraguayan Medical Association, the Paraguayan Nursing Association, and [other] cooperating members involved in the training, management, or regulation of human resources in the health sector, among others.

Source: Human Resources for Health Observatory (ORHS)

4.2 AS REGARDS THE TOPICS PUBLIC POLICY OBSERVATORIES COVER, THEY PROVIDE INFORMATION OF DIFFERENT KINDS, DEPENDING ON, IN GENERAL, WHICH INSTITUTION SPONSORS THE OBSERVATORY OR WHAT THE OBSERVATORY'S OBJECTIVE IS

There are, for instance, public policy observatories specialized in drugs, urban violence, or education; however, there are others that are much more general or all-encompassing, which address a variety of aspects or topics regarding public administration.

The National Public Security Observatory of Chile (ONSP) is an example of a specialized public policy observatory. The ONSP seeks to make available to the community existing knowledge and analysis on violence, crime, and public security by conducting studies for the development and prioritization of policies, plans, and programs.
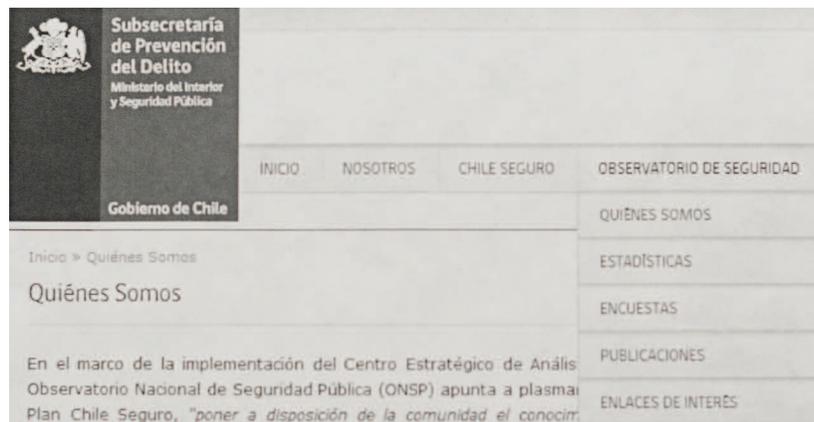
Source: National Public Security Observatory of Chile

On the other hand, the Uruguay Observatory on Public Policy is a general public policy observatory sponsored by the National Office for Planning and Budget. Since 2008, it has provided cross-cutting data on Uruguayan administrative management through a wide array of indicators, principally on government programmatic areas and programs, access to other more specialized observatories, budget information, monitoring and evaluation reports on different topics, among others.

Source: Uruguay Observatory on Public Policy

It is advisable that this aspect be effectively defined when designing a public policy observatory, as this will determine the information to be complied, the processing of such information, and the products the observatory will offer.

4.3 AS REGARDS GEOGRAPHICAL SCOPE, EVIDENCE SHOWS THAT PUBLIC POLICY OBSERVATORIES IN THE REGION MAY BE SUBNATIONAL, NATIONAL, OR INTERNATIONAL

By and large, a public policy observatory's geographical scope is defined by the functional scope of its sponsoring agency, as well as by the operational capacity thereof.

An example of a subnational public policy observatory is the Social Development Information System (SIDESO) of Mexico City. SIDESO furnishes information on the social policy of Mexico City's government, and activities related to social development, above all those aimed at women, children, and older persons.

Source: The Social Development Information System of Mexico City, a subnational-level public policy observatory

An example of a national-level public policy observatory is the monitoring and coordination body for Trinidad and Tobago's National Anti-Drug Initiative. This body undertakes studies on, *inter alia*, the impact of drug use and abuse in the workplace, the impact of drugs on society, and the impact of the drug trade on physical and mental health in the nation. It has also conducted a study on women incarcerated in Trinidad and Tobago prisons.
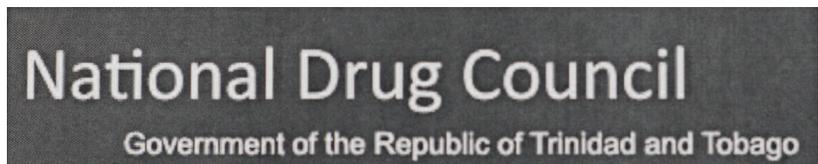
Fuente: National Drug Council of Trinidad & Tobago

An example of a public policy observatory with an international scope is the Observatory of Strategies and Mechanisms for Effective Public Management of the Organization of American States (OAS). This Observatory is a management tool that offers experiences on key issues of public administration of OAS member states on the topics of long-term vision, national strategies/planning, public budgets, professionalized civil service, coordination, evaluation of policies and programs, competitive regulatory frameworks, a gender perspective, transparency and accountability, information and communication technologies, decentralization, quality of public services, and citizen participation in public management.

5 WHAT COMPONENTS/
PROCESSES DOES A
PUBLIC POLICY
OBSERVATORY HAVE?

Based on what is seen in the region, public policy observatories have three general components or functional processes that can be identified.

It should be noted that the term component/process does not necessarily mean a specific organizational unit, rather a functionality or specific activity that enables a public policy observatory to operate. Thus, we have:

- Data intake or search component/process
- Data development and analysis component/process
- Information dissemination component/process

The data intake or search component/process is responsible for compiling information, whether produced by the entity itself or by outside sources, such as universities, centers for study and research, non-governmental organizations, international organizations, etc.

In this regard, there are a whole host of institutions that produce data or information on public administration topics and that can be useful inputs for public policy observatories.

SOME USEFUL SOURCES OF INFORMATION FOR PUBLIC POLICY OBSERVATORIES

International Monetary Fund – IMF Data

Data on exchange rates, economic and financial indicators, and economic statistics from the majority of the countries in the world, as well as on public finance, balance of payments, trade, etc.; information on IMF loans, etc.

Freedom House – *Countries at the Crossroads* **(Analysis of Government Performance)**

Analysis of government performance in 70 countries around the world in four thematic areas: government accountability, civil liberties, the rule of law, and anti-corruption and transparency efforts.

University of Harvard's John F. Kennedy School of Government – Data on Comparing Democracies

This database provides time-series analysis on 191 countries since 1971, using a whole array of social, economic and political variables.

World Bank – Worldwide Governance Indicators

A database that provides information on regions and countries worldwide—processed based on other statistical sources, specialized research, etc.—for six dimensions of government: Voice and Accountability, Political Stability and Absence of Violence, Government Effectiveness, Regulatory Quality, Rule of Law, and Control of Corruption.

International IDEA – The State of Democracy

Periodic studies are presented based on an assessment framework of democracy supported by a survey of the following thematic pillars: citizenship, law and rights; representative and accountable government; civil society and popular participation; democracy beyond the state.

Transparency International – National Integrity System

A comprehensive evaluation of the integrity systems in several countries, which encompasses aspects such as formal frameworks of each institution, institutional practices, government anti-corruption agenda, and the involvement of actors such as civil society, the business community, and others in the anti-corruption agenda.

CIVICUS – Civil Society Index

Assessment data on civil society in different countries around the world. It uses 73 indicators to measure important aspects of the state of organized civil society along four dimensions: structure, environment, values, and impact.

The data development and analysis component/process is responsible for processing information compiled, as well as studying, interpreting, and presenting it in keeping with the objectives of the public policy observatory.

This analytical work is extremely important and, generally speaking, specialists in public policy or similar fields are charged with this task.

The dissemination component/process fulfills the task of introducing the observatory's products to the community or to the users served by the observatory.

This component/process should not lose sight of the manner in which it presents information, whether through newsletters, reports, books, or conferences, with consideration given to the target audience that is sought. For this purpose, there should be flexibility on matters such as technical language, graphic presentation of the data, etc.

Flowchart on the components/processes of a public policy observatory

PUBLIC POLICY OBSERVATORIES

Data intake or search component/ process → Data development and analysis component/ process → Information dissemination component/ process → **FINAL PRODUCTS**
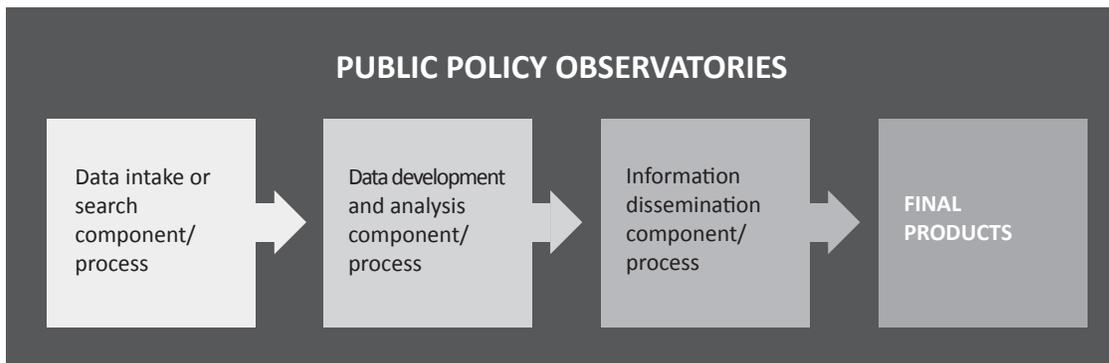
Source: Author

6 WHO ARE THE INTENDED RECIPIENTS OF THE INFORMATION PROVIDED BY PUBLIC POLICY OBSERVATORIES?

There is a diverse array of examples in the region, which target recipients of information from public policy observatories in different ways.

We have observatories that target the public in general and whose purpose by and large is to promote citizen oversight and participation. To this end, they use straightforward, easy-to-understand language and presentation that is geared to the average citizen.

An example of this kind of observatory are the Gender and Social Violence Observatories of Mexico, which aim to promote citizen monitoring and surveillance of different manifestations of violence. For this purpose, publically accessible reports that can be easily utilized by citizen users thereof are employed.

Source: Gender and Social Violence Observatories

Source: Government Accountability Office

There are also specialized observatories geared toward an audience with particular technical knowledge, for the most part on a specific topic of public administration. The Government Accountability Office of the U.S. government is an interesting example. The Office's mission is to support the U.S. Congress and the Executive to better fulfill and perform their responsibilities by furnishing information of different kinds, in keeping with requests or general topics of interest. Its reports by and large are read by legislators and public officials who are at the front lines of the U.S. public administration.

Finally, there are observatories that are for public agencies' own internal consumption. The work these observatories produce aims to facilitate authorities' internal decision-making processes, and its products or deliverables are mainly for restricted and ad hoc use, in keeping with the needs of the institution that sponsors the observatory.

For instance, the Chilean Housing Observatory, sponsored by the Ministry of Housing and Urban Planning, has the mission of compiling sector information in order to design and implement public policies on housing and urban planning, monitoring the results of such policies, and producing specialized indicators.

Source: Chilean Housing Observatory

HOW DO PUBLIC POLICY OBSERVATORIES OBTAIN DATA?

As mentioned previously, observatories may provide primary information, when the entity itself generates that data, or secondary, when it is facilitated by agencies or academic and research centers that are external to the entity.

In the former case, data is obtained through inquiries or scientific research methods that in the case of public administration require a multidisciplinary approach, inasmuch as the use of qualitative and quantitative research methods are preferred in order to have a better grasp of the phenomena and elements related to government and public administration.

One example is the Argentine Public Policy Observatory of the Office of the Cabinet of Ministers, which is promoted by the General Coordinating Office of Government Administrators. The Observatory has a multidisciplinary research team for different thematic areas. They present analyses that are exploratory or descriptive in nature, proposals for action, and specific case studies.

Source: Argentine Public Policy Observatory

In the latter case the observatory may have ties to universities, think tanks, research centers, and others that allow the observatory to have and use their information. Naturally, this depends entirely on the management environment and the skill of the public policy observatory managers in establishing relationships with different sources of information.

The Canadian Observatory on the Justice System's Response to Intimate Partner Violence draws from the work of research groups from thirteen (13) universities in Canada, Australia, the United Kingdom, and the United States, as well as sources such as counseling centers, family and housing services, foundations, government departments, and provincial and territorial agencies, among others.

Source: Canadian Observatory on the Justice System's Response to Intimate Partner Violence
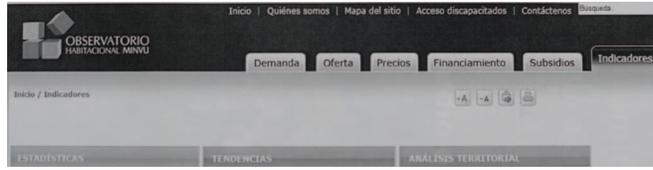
8 HOW DO PUBLIC POLICY OBSERVATORIES PROCESS DATA?

Once compiled, the data must be processed. This is a specialized task and therein is precisely where the value of public policy observatories lies.

Accordingly, a recommendation is made to create highly specialized multidisciplinary teams that can bring to the table a diversity of approaches and perspectives that provide comprehensiveness to the products or deliverables the observatory is going to produce.

It is also advisable that the research methodology adopt open models that seek to broaden the scope of the information to be furnished.

Indeed, a frequent mistake, for instance, is for public policy observatories to furnish information that is excessively legalistic and focuses on describing provisions, while ignoring the processes that enable public administrations to operate. Moreover, it is by no means trivial to have statistical and comparative information that furnish us "hard data" that are always applicable and sought after by public administrators.

Furthermore, reports frequently have an excessively mathematical bent that lacks the respective interpretation of the data. These reports are understandable solely to statisticians or economists, but not necessarily to the intended recipients of the public policy observatories' products.

In short, it is advisable to not lose sight of the objective and purpose of the public policy observatory, and above all of the intended recipients of the information.

Finally, it is important to point out that the observatory must always be open to the collaboration of independent experts and other organizations whose experience or know-how can bolster the work of the public policy observatory. Lest we forget, the value of public policy observatories lies in the quality of its deliverables and the use these may have for developing new public policy initiatives and supporting government leaders. Therefore, it is wise to spare no effort when it comes to cooperation and joint work in this undertaking.

9 WHAT DELIVERABLES DO PUBLIC POLICY OBSERVATORIES OFFER?

The deliverables of public policy observatories are the informative reports they provide in accordance with their nature and functioning.

These deliverables may be for mass dissemination, such as information that is released on web portals or specific data for mass use; they may be of a specialized nature, such as studies and research on different topics; or they may be of a confidential nature for use by a some authority in particular.

There might also be differences in the frequency of publication (biannually,

bimonthly, quarterly, etc.), as well as in the presentation format, be that hard-copy, web page, informative panels, etc.

Naturally, it all depends on the objective and the recipients of the information the public policy observatory furnishes, and of course, on the resources that the administration has.

10 WHO MANAGES PUBLIC POLICY OBSERVATORIES?

It is advisable that public policy observatories have a specialized administration and enjoy functional autonomy to undertake their work.

A specialized administration means management that is distinct from the political leadership of public administrations. Indeed, the public policy observatory's management will only undertake the responsibility of strategically leading the observatory and not of all the outcomes or dimensions of the administrative agency, whichever it may be.

In this regard, it is wise to consider a person who, in addition to his or her leadership skills and obvious management capacity, has technical know-how and academic training in public administration.

Furthermore, functional autonomy refers to the capacity for independent action in terms of work content and management vis-à-vis the public administration the public policy observatory belongs to. However, functional autonomy should not be confused with administrative autonomy as organically and for administrative purposes the observatory will always be a part of a public administration and cannot be "independent" from it.

Thus, reports that are accurate and independent will always be distinguishable from those that are subject to political manipulation or whose data have been "touched up" and do not correspond to reality.

Lest we forget, the reputation, and therefore, the sustainability of an observatory, depends on the trustworthiness and credibility of the information it provides.

11 ARE PARTNERSHIPS WITH THE PRIVATE SECTOR OR NON-GOVERNMENTAL ORGANIZATIONS FOR MANAGING OBSERVATORIES POSSIBLE?

As previously mentioned, strategic partnerships with other academic or research entities are recommended, mainly because they allow for specialized knowledge to be available, as well as for resources to be saved when processing or preparing the public policy observatories' deliverables.

Obviously, it is always difficult to have all necessary experts to cover the entirety of public administration disciplines. Nevertheless, these experts can be found at other entities, such as universities, other observatories, think tanks, among others, and their assistance may help to better conduct the observatory's activi-

ties. Naturally, obtaining their involvement and a joint work strategy invariably depends on the observatory's management capacity.

As for resources, these are scarce at all times and never sufficient for all the potential work that an observatory has. Thus, to the extent that other entities participate in joint projects, expenditures can also be reduced, to the benefit of the observatory and all participants in general.

12 HOW ARE PUBLIC POLICY OBSERVATORIES KEPT OPERATIONAL?

Public policy observatories remain operational as long as the provision of resources for their functioning and the quality of their work is ensured.

The provision of resources refers to financial, human, and material resources. Financial resources generally are transfers from the public administration of which the observatory is a part. This does not, however, preclude the possibility of seeking sources from, inter alia, cooperating entities or the private sector, or generating the observatory's own resources for financing its work.

With respect to human resources, the suitability of the individuals who are to work at the observatory should be guaranteed. These individuals can be divided into three different groups. The first group is the observatory's general management, which is responsible for its strategic management and planning. Broadly speaking, this is a team of individuals appointed to trust positions by the head of the agency; the second group is the main technical corps, which by definition, is made up of professionals from a diversity of disciplines with highly developed knowledge on public administration; and the third group is support staff who are tasked with providing administrative support for management, procurement, logistics, maintenance, and the other activities that enable the institution to function.

Material resources refers to the working conditions for the individuals who are going to be employed at the observatory, be those physical or technological environments, access to databases, specialized journals, etc.

Finally, the quality of the work and its usefulness are key when looking for new resources. If the public policy observatory shows that its work is high quality and useful for public managers and citizens, it will have a much better chance of obtaining greater resources for its operation. If, to the contrary, it is perceived as an organization that is not particularly useful and lacks potential it can be expected that its resources will gradually be exhausted and eventually disappear.

13 | HOW IS THE EFFECTIVENESS OF PUBLIC POLICY OBSERVATORIES ASSESSED?

A public policy observatory's effectiveness can be assessed based on the utility of its products and deliverables.

Thus, in keeping with the nature of the public policy observatory, specific indicators can be established that help us to "measure" the impact of its work. For instance, these could be the number of reports used to substantiate public administrators' decisions, the number of times their services were requested to prepare specific or ad hoc reports, or the number of times citizens have cited the observatory's information in petitions to public agencies, among others.

When evaluating the effectiveness of public policy observatories, process indicators like the number of reports issued are not suitable because they do not allow us to appropriately assess the usefulness of the observatories' work.

14 | HOW DO YOU DESIGN A PUBLIC POLICY OBSERVATORY?

There is a whole array of methodologies for designing public policies, which in essence are merely tools that assist public administrators in organizing their work and future actions that can be adapted to each public administration's circumstances and resources.

This manual provides three useful tools: The preliminary feasibility analysis table; the Gantt diagram; and a project model used by the Organization of American States.

The preliminary feasibility analysis table enables us to conduct a general assessment of the conditions that exist when developing a project like a public policy observatory. It permits us "to observe" different factors that allow or disallow undertaking a project of this kind. We can even evaluate these factors for purposes of finding their strengths and weaknesses.[2]

Preliminary Feasibility Analysis of a Public Policy Observatory					
Action	**Feasibility**	**H**	**M**	**L**	**Assessment**
Development of a public policy observatory	Adequate personnel				
	Economic resources				
	Timeframe for completion				
	Support for the initiative				
	Opposition to the initiative				

The boxes H, M, and L represent: H (high feasibility); M (medium feasibility); L (low feasibility). An X is placed in the corresponding box, and if there are more Xs in the high and medium feasibility categories the idea of developing an ob-

---

[2] At this stage a SWOT analysis can also be used.

servatory would be feasible. Naturally, given that this is a subjective preliminary exercise, it should be verified when the project itself is undertaken.

The second step is to prepare a schedule of activities in order to go forward with the public policy observatory. The use of a Gantt diagram is suggested for this purpose. This diagram is a tool that organizes all measures to be taken in a project of this kind.

The table below contains a very basic description of the steps to be taken. Nevertheless, these can be modified in keeping with the nature and purpose of the observatory.

No.	Main activity	Prior activities	Date for prior activities (at the latest they will be ready by)	Execution date of main activity
1	Public policy observatory in operation	Feasibility analysis		
2		Schedule of activities		
3		Design of project		
4		Project approval by authorities		
5		Provision of resources for the observatory's operation (financial, human, and material)		
6		Start of activities		
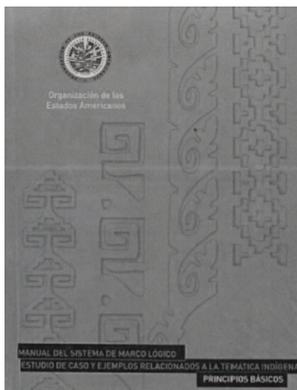
Finally, and perhaps the most important stage in the process, is to lay out the entire project in a logical framework format. This should include, at the very least, the project description and rationale, its general purpose, expected outcomes for beneficiaries, project duration, activities execution schedule, and estimated budget.

For further reference, we suggest using as a model the project considered in the "Manual of the Logical System Framework: Case Studies and Examples Related to the Indigenous Question," written by the Department of International Law of the Organization of American States.[3]

---

[3] The electronic version in Spanish of the above-referenced Manual of the Logical Framework System: Case Studies and Examples Related to the Indigenous Question can be found at http://www.oas.org/es/sla/ddi/docs/pueblos_indigenas_publicaciones_Marco_Logico_s.pdf

Part II

**PUBLIC POLICY OBSERVATORIES
IN THE AMERICAS**

Part II
PUBLIC POLICY OBSERVATORIES IN THE AMERICAS[4]

1. ARGENTINA

1.1. PUBLIC POLICY OBSERVATORY OF GOVERNMENT ADMINISTRATORS

General Information

The Public Policy Observatory (OPP) came about thanks to an initiative launched in 2002 by the General Coordinating Office of Government Administrators (CAG), under the purview of the Office of the Cabinet of Ministers (JGM). The OPP was established on April 25, 2002, pursuant to Resolution JGM No. 203/2002.

Source: Public Policy Observatory (OPP)

In keeping with the aforementioned Resolution, the OPP compiles and analyzes Government Administrators' public policies that are applied in strategic sectors of the State's work.

The observatory works in teams that address specific topics throughout the year and produces documents that subsequent to their review are catalogued and uploaded to the CAG web page. Every two years the observatory organizes public conferences that include presentations, debates, and participation of invited experts.

Objectives

The observatory has two specific objectives:

(a) The direct goal of improving and updating government administrators' knowledge of public policies, new technologies, management, administration, and reform of the State; and

(b) The indirect goal of having a highly qualified professional corps with thorough and comprehensive knowledge of public policies the national government implements in order to facilitate the interaction of different jurisdictions and exchange of concepts and experiences by different actors that make up the public sector.

Characteristics

1. It is made up of government administrators, namely, senior government employees who undertake an ongoing commitment to design and manage national public policies. The participation of these employees is voluntary.

---

[4] The presentation of the Public Policy Observatories, corresponds to a field investigation conducted by the responsible Team, using as sources of information the official observatories' websites. The final selection was made using criteria of availability of information, variety of subjects and its connection to governance subjects.

2. There is a policy that allows public employees, who are grouped into various teams, to freely choose their thematic areas, as well as how such thematic areas are to be tackled, or they may join up with those that are already underway.

3. The observatory operates by creating teams responsible for different thematic areas, all of which are issues inherent to public policy. The teams establish guidelines projects are to follow and they approve a work plan. There are no limits placed a priori on a specific thematic area.

4. The specific objectives set forth for each thematic area are the result of choices made by the team in charge. In some cases these objectives point to the identification of variables related to a particular problem and possible solutions to this problem. In other cases, it is a question of determining the key factors in a successful public policy, or the reasons for a policy's failure, or redeveloping an organized, updated database on a specific public policy.

5. The different processes of analysis depend on the specific objectives chosen, as well as conditions imposed by the topic that is the target of observation and analysis. The following kinds of analysis are used:

- Exploratory analysis in the case of topics about which insufficient information exists, or as an introductory development of the topic.
- Descriptive analysis, data interpretation, reducing its volume and complexity.
- Action-oriented analysis, accompanied by proposals or projects.
- Case study analysis.

Content

El OPP has a series of publications from 2005 to 2011, which list the thematic areas established, the government employees who participated, as well as the specific objectives proposed for each of the topics addressed in the different respective areas.

These are contained in the Catalogues of Publications listed below:
- OPP 2005 Catalogue of Publications
- OPP 2006 Catalogue of Publications
- OPP 2007 Catalogue of Publications
- OPP 2008 Catalogue of Publications
- OPP 2009, 2010, and 2011 Catalogue of Publications

Furthermore, there is an interesting publication regarding the OPP's nature and dynamic:
- The *raison d'etre* of the Public Policy Observatory of Government Administrators, 2007

Contact information:

Address: Av. Roque Sáenz Peña 511 (C1035AAA), Ciudad Autónoma de Buenos Aires-Argentina

Telephone: (+54) 4343 9001

Link: http://www.sgp.gob.ar/contenidos/ag/paginas/opp/opp.html

1.2. ARGENTINE OBSERVATORY ON DRUGS (OAD)

General Information

The Argentine Observatory on Drugs (OAD) of the Secretariat of Programming for the Prevention of Drug Addiction and the Fight against Drug Trafficking (SEDRONAR) of the Office of the President was created pursuant to Resolution SEDRONAR 209. The OAD's purpose is to organize a statistics and data analysis system; define methodologies for compiling valid, reliable, comparable, and systematic data related to the drug problem; and coordinate execution of research programs.
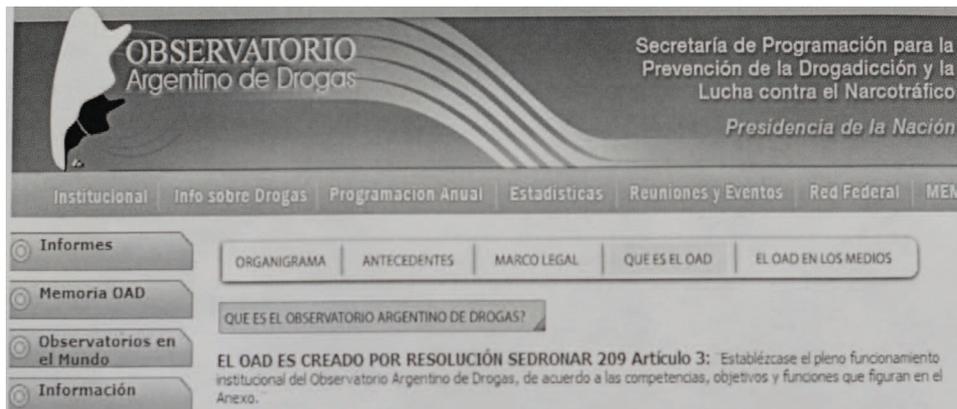
Source: Argentine Observatory on Drugs (OAD)

Among its responsibilities, the observatory acts as a permanent body that coordinates, compiles, and analyzes information; it coordinates with provincial and regional observatories on drugs; and it promotes appropriate methodologies.

Objectives

Its main objective is to ensure that national and international decision-making bodies have ample and valid data available to evaluate the problem of drug abuse and trafficking in Argentina. The ODA does this by conducting and coordinating compilation, analysis, and dissemination of information to different national and international organizations.

The ODA's specific objectives include:

a) Systematizing data on the issue that is available from Argentine public and private institutions.

b) Conducting and promoting research in pertinent disciplines.

c) Fostering production of key data by the community on issues relevant to prevention and treatment of drug abuse.

Content

1. **Reports.** Publishes information on the analysis and research of issues related to drugs and drug trafficking at three levels: Regional, provincial, and Programs for Institutional Strengthening of Provincial Observatories on Drugs.

2. **OAD Annual Report.** Furnishes documents that list the activities undertaken by the Observatory pursuant to coordination and cooperation agreements with international organizations.

3. **Observatories throughout the World.** Provides access to the websites of observatories throughout the world that address drug and drug-trafficking related issues, both national ones, as well as those from international organizations.

4. **Information.** This section provides access to document centers on drug and drug-trafficking issues throughout the world.

Contact Information

Address: Sarmiento 551, 12th Floor, Ciudad Autónoma de Buenos Aires (CABA)- Argentina
Telephone: (+54) 11 4320 1200
Link: http://www.observatorio.gov.ar/queeseload.html

2. BRAZIL

2.1. BRAZILIAN OBSERVATORY FOR THE CREATIVE ECONOMY

General Information

The Brazilian Observatory for the Creative Economy (OBEC) was established pursuant to Bylaw No. 01 of February 8, 2012, by the Secretariat for the Creative Economy of the Ministry of Culture, as a body charged with producing and disseminating research, data and information on the creative economy in Brazil. It was further tasked with stimulating debate among academicians, specialists, government employees, and representatives of the cultural sector on the impact of the creative economy on society.

Source: Brazilian Observatory for the Creative Economy (OBEC)

Objectives

The OBEC's overall objective is to centralize and provide easy access to data and information on the sector, including on its impact on the country's social and economic dynamics. The foregoing fosters debate on the topic and promotes an academic and practical environment for studies and research that involve scholars, specialists, government actors, and representatives of the cultural sector through networks.

The OBEC's specific objectives include:

a) Mapping different dimensions of the Brazilian creative economy.

b) Identifying government officials involved in macro and microeconomic flows of the creative economy.

c) Assisting the Ministry of Culture in creating and making available a database on the Brazilian creative economy, with a view to integrating it into the National System of Cultural Data and Indicators (SNIC).

d) Improving data compilation and indicator formulation to map the creative goods and services market.

e) Organizing, conducting, and disseminating research on the creative economy in different cultural sectors, in order to facilitate the availability of data and also the study of national aspects of the creative economy.

f) Preparing databases for businesses and other national and international organizations that are linked to the creative economy and culture.

g) Incentivizing the participation of federal states in developing their own state observatories for the creative economy, facilitating the building of a Network of Observatories for the Creative Economy, and the integration of these observatories in the OBEC.

h) Establishing national and international ties in the field of the creative economy.

i) Integrating and coordinating actions in the Brazilian creative economy with other bodies in Brazil, such

that a domestic dynamic is created in states and municipalities so they may establish national and international ties.

j) Organizing debates, seminars, and exchanges between national and international officials on a variety of issues concerning the development of the creative economy.

k) Developing information resources through the Ministry of Culture's online portal and facilitating information flows among the myriad components of the creative economy.

l) Establishing forums for debating the key issues of the creative economy.

m) Preparing mid-year reports to be presented to the head of the Secretariat for Cultural Identity and Diversity and other bodies and agencies that are represented on the Standing Committee.

Content

The OBEC is structured as follows:

1. Studies and Research. This section shows in detail the number of publications prepared by the OBEC and international organizations in 2013:

- Graphic study of the behavior of Colombian readers
- Ministry of Culture and the National Council for Scientific and Technological Development (CNPq) agree to cooperate in order to incentivize research on the creative economy
- Partnership between the Ministry of Culture and the Ministry of Development, Industry, and Foreign Trade (MDIC) to strengthen development of cultural economic agreements
- Agreement with University of Brasilia, guarantor of technical support for the Creativo Birô
- Creative Poles – A study on the small creative Brazilian territories

2. Agenda. This presents information related to the activities the Observatory conducts for purposes of disseminating and communicating throughout Brazil the importance of the different dimensions that make up the domestic creative economy:

- Comprehensive Seminar - Brazil | 8/27, 28 and 29 – Fortaleza/CE
- II Dialogue on Business & Design | 8/26 – RJ
- V Conference on Culture and Development - Celso Furtado | 8/21 – Belo Horizonte/MG
- Public Call for Cultural Dissemination and Exchange | Registration until 9/6
- II International Meeting on Cultural Rights | Registration until 8/20

3. OBEC Events. Lists a series of events organized by the OBEC:

- Invitation | Launch of the book The Creative Economy and Creative Cities – Brazilian Micro and Small Business Support Service (Sebrae) Workshops| 8/20 – BA
- XicoFest 2013 – Latin American Animation Contest

- RIO INFO 2013 | SEPTEMBER 17, 18 AND 19 – RJ
- Series of New Perspective on Cultural Policies | 7/1
- Social Service of Commerce (Sesc) Course on Cultural Management | June 20 to 30, 2013

4. Products. This section is devoted to the publication of products obtained through the activities the OBEC has undertaken in the Brazilian creative economy:

- Video of the seminar "Challenges of Legal Frameworks for the Creative Economy"
- Conferences on Culture and Development - Celso Furtado
- OBEC Products
- Plan of the Secretariat for the Creative Economy

5. State Network. This section falls under the purview of the Secretariat for the Creative Economy, which is charged with completing the preparation of a methodology to develop federal/state observatories for the creative economy in the country.

6. Library. This section contains a collection of periodicals, speeches, links of interest, meeting minutes, seminars, and other documents that the OBEC prepared or was involved in. These are organized from 2013 to 2012:

- Links (2013)
- Sustenance for the soul (2013)
- Punto Cine: What business is this? (2013)
- The Secretariat for the Creative Economy of the Ministry of Culture makes a presentation in Colombia on the cultural economy for Latin America—Complete Version (2013)
- Mapping of the Creative Industry in Brazil – Federation of Industries of the States of Rio de Janeiro (FIRJAN) (2012)

Contact Information

Address: Esplanada dos Ministérios, Bloco B, Térreo, CEP: 70068-900 Brasília/Distrito Federal-Brazil
Telephone: (+55) 21 61 2024 2040 (Follow-up and Evaluation)
Link: http://www2.cultura.gov.br/economiacriativa/institucional/

2.2. OBSERVATORY ON NATIONAL POLICY FOR TOBACCO CONTROL

General Information

The mission of the Observatory on National Policy for Tobacco Control of the National Committee for the Implementation of the Framework Convention (CONICQ) is to gather, organize, and publish up-to-date information and knowledge about the implementation of the Framework Convention on Tobacco Control.

OBSERVATÓRIO DA POLÍTICA NACIONAL DE CONTROLE DO TABACO

Source: Observatory on National
Policy for Tobacco Control

The purpose of the Framework Convention on Tobacco Control is to tackle the different problems that arise from the use and consumption of tobacco worldwide. This treaty was ratified by the Government of Brazil in 2005, and was implemented nationally upon becoming a State policy.

Objective

The main objective of the Observatory on National Policy for Tobacco Control is to compile, consolidate, analyze, and interpret data on supply, demand, and prevention measures against tobacco use. The Observatory also provides reliable assessments on the use and consumption of tobacco in Brazil.

Furthermore, the Observatory allows civil servants/public officials, professionals, academicians, and all of society to participate in the adoption of government policies to comply with the treaty and have access to publications, research, legislation, and other documents regarding tobacco control.

Content

The Observatory has a section on documents and publications that are linked to the activities the Observatory has undertaken to date, in addition to national and international frameworks that underpin its work:

1. Official Documents:
- Framework Convention on Tobacco Control in Portuguese
- Guidelines for Implementation of Article 5.3-Framework Convention
- Guidelines for Implementation of Article 8-Framework Convention
- Guidelines for Implementation of Article 11-Framework Convention
- Guidelines for Implementation of Article 13-Framework Convention
- Document of the Government of Brazil Annexed to Ratification

2. Legislation:
- Ministry of Health Bylaw Nº 713/2012 – Sets forth ethics guidelines for CONICQ members
- Version in English and Version in Spanish
- Unnumbered Decree of March 16, 2012—Includes the make up of CONICQ
- Ministry of Health Bylaw Nº. 1083/2011 – Approves CONICQ's Internal Regulations
- Version in English and Version in Spanish
- Decree Nº 5658/2006 – Enacts the Framework Convention
- Legislative Decree Nº 1012/2005 – Ratifies the Framework Convention
- Decree of August 1, 2003 – Creates the CONICQ
- Decree Nº 3136/1999 – Creates the National Commission for the Control of Tobacco Use (CNCT)

3. Publications:
- Guidelines for the Implementation of Articles 5.3, 8, 11, and 13 of the Framework Convention on Tobacco Control (2011)
- 2010 CONICQ Management Report—summarized version
- 2010 CONICQ Management Report—complete version
- Brazil's Ratification of the Framework Convention on Tobacco Control: Myths and Truths (2004)
- Why Approve the Framework Convention on Tobacco Control? (2004)

4. Technical Notes:

- Technical Note on Tobacco Use Control: Fifth Session of the Conference of the Parties to the Framework Convention on Tobacco Control (COP5) and smoke
- Technical Note on Tobacco Use Control: Health and Tobacco Use
- Technical Note on Tobacco Use Control: Additives in Cigarettes/ CONICQ Executive Secretariat (2011)
- Technical Note on Tobacco Use Control: Second-Hand Smoke – The importance of legislation that creates 100% smoke-free environments / CONICQ Executive Secretariat (2010)
- Technical Note on Tobacco Use Control: The Importance and Urgency of the National Program to Diversify Tobacco Production Areas in Brazil

5. Documents:

- Methodological guidelines for analyzing tobacco growers-Diversification: References for identifying strategies based on the preliminary results of a case study in Brazil

Contact Information

E-mail: chefia.gm@saude.gov.br

Address: Ministério da Saúde – Esplanada dos Ministérios, Bloco G. Brasília, Distrito Federal-Brazil.

Telephone: (+55) 21 61 3315-2788 / 2789 / 2399 / 2392

Link: http://www2.inca.gov.br/wps/wcm/connect/observatorio_controle_tabaco/site/home/

3. BOLIVIA

3.1. BOLIVIAN OBSERVATORY ON AUTONOMOUS COMMUNITIES (OBA)

General Information

The OBA is managed by the Special Unit for Information on Bolivian Autonomous Communities, under the purview of the State Service for Autonomous Communities (SEA). Its work focuses on public policies of the autonomous territories of the Plurinational State of Bolivia.

The OBA's work consists of preparing public information about:

• Data, statistics, indicators, and indices regarding Autonomous Territorial Entities;
• Indicators and information regarding the progress of the autonomous community process;
• The legislation issued regarding Autonomous Territorial Entities by the central government.
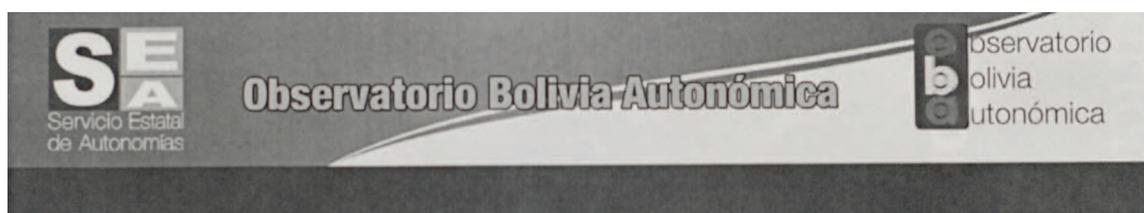
Source: Bolivian Observatory on Autonomous Communities

The Observatory collaborates with private and public institutions. Its work is not just to gather information, but also to create indicators and promote implementation of registries on the autonomous community process in Bolivia. The OBA also classifies, reviews, systematizes, interprets, and analyzes information on different thematic areas related to autonomous territories.

Objectives

a) Provide specialized information that is easy to manage and understand for representatives and citizens in general.

b) Create greater knowledge about the national, departmental, and regional reality of indigenous, native, and peasant farming peoples.

c) Inform and raise citizens' awareness so they may exercise social oversight of different bodies regarding the autonomous community process.

d) Measure the impact of implementation on the autonomous communities in the Autonomous Territorial Entities.

Content

1. Bolivian Autonomous Community Information System (SIBA): Conducts monitoring, follow-up, and evaluation of the actions and outcomes of public management in the Autonomous Territorial Entities during the implementation, development, and consolidation of the autonomous community process through the implementation and operation of the Bolivian Autonomous Community Information System (SIBA);

2. Monitoring the Autonomous Community Process (SIPA): The Autonomous Community Process Monitoring System (SIPA) monitors and evaluates the autonomous community process in Bolivia through a set of variables and indicators. The SIPA systematizes information from administrative records and other instruments. Its sources of data include: the Autonomous Territorial Entities, the Ministry of Autonomous Communities, and the State Service for Autonomous Communities. All this information seeks to explain the essential aspects of the creation of autonomous communities in keeping with the Framework Law on Autonomous Communities and Decentralization;

3. Status of the Autonomous Territorial Entities (SIET): The main objective of the System to Monitor the Status of the Autonomous Territorial Entities (SIET) is to determine through qualitative and quantitative variables the impact that the autonomous community process is having on autonomous territorial entities in those sectors established under the Framework Law on Autonomous Communities and Decentralization. The data, variables, and indicators are contained in fact sheets and databases in indigenous, native, and peasant farming communities, departments, municipalities, and regions;

4. Registry of Autonomous Community Regulations (SINA): The main objective of the Information System of Autonomous Community Regulations (SINA) is to effectively meet the need for information about regulations issued by the Autonomous Territorial Entities and by the central government as regards the autonomous community system. Through the implementation of a registry of autonomous community regulations, both in hardcopy and virtual format, work is done on: Classifying, cataloguing, indexing, and [preparing] reports for quick and easy access to laws, decrees, and bylaws.

5. Municipal Fact Sheets: This is an information tool that seeks to provide the entire population with statistics from different economic sectors (demographic, social, economic/productive, financial/fiscal and environmental) at the municipal level.

6. Publications: Several publications are available for consultation and download on the website, specifically:
- "2 Years into the Autonomous Community Process"
- "Municipal Governance Index"
- "Municipal Financial Management Index"
- "Social Vulnerability Index in Bolivia"

Contact Information:

Servicio Estatal de Autonomías
Calle Goitia #188
Esq. Capitan Ravelo
Telephone/Fax: 2141393 - 2146862
E-mail: observatorioautonomico@gmail.com

4. CANADA

4.1. CANADIAN OBSERVATORY ON THE JUSTICE SYSTEM'S RESPONSE TO INTIMATE PARTNER VIOLENCE

General Information

The Canadian Observatory on the Justice System's response to Intimate Partner Violence is an international network that includes researchers, professionals and policy makers from an array of disciplines. This Observatory provides support activities for inter-jurisdictional analyses of the justice system's response to domestic violence. The Observatory focuses on identifying policies and strategies to stop domestic violence and explores how the justice system operates within the country and abroad. .
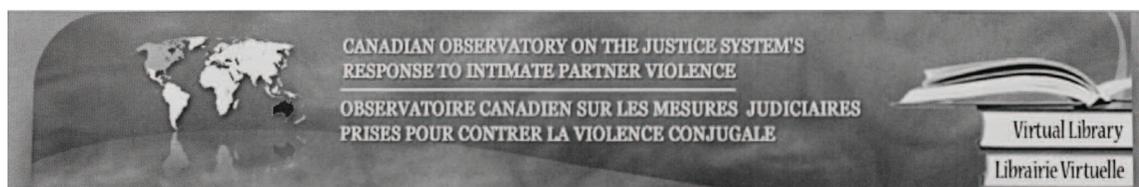
Fuente: Canadian Observatory on the justice System's response to Intimate Partner Violence

The Observatory's international network is a multilateral collaborative effort by academicians from 13 universities in Canada and the following nations: Australia, United Kingdom, and the United States of America. Furthermore, it has the participation of counseling centers, family and housing services, foundations, and government departments.

Objectives

a) To work in an ongoing manner to improve the criminal civil justice system's response to problems caused by domestic violence, and reduce the consequences of these problems to benefit victims, as well as reduce the cost to society.

b) To make a coordinated effort to abate and eliminate domestic violence and support the establishment of a justice system that responds effectively.

c) To address the current problems that the justice system has to seek and apply solutions to domestic violence.

Content

1. Publications. The following publications are presented in this section:
- The Justice System's Response to Intimate Partner Violence: An annotated bibliography.
- Data collection and data sharing: Moving forward on the justice system's response to intimate partner violence
- Workshop on the Intersections between Vulnerabilities and Criminal Justice Processing of Intimate Partner Violence.

2. E-news: This section contains news on the topic of domestic violence from 2009 to 2011.

Contact Information

Telephone: 506-453-3595
E-mails: cgill@unb.ca / rinaa@unb.ca
Website: http://www2.unb.ca/observ/index.php
Address: Muriel McQueen Fergusson Centre for Family Violence Research
678 Windsor Street
P.O. Box 4400
Fredericton, N.B.

5. CHILE

5.1. THE CHILECOMPRA ["BUY CHILE"] OBSERVATORY

General Information

The ChileCompra ["Buy Chile"] Observatory promotes quality standards and best practices in processes undertaken by 850 public organizations through the ChileCompra platform in order to improve transparency, integrity, and efficiency in public procurement.

The Observatory has a system of alerts, monitoring, active management, and specialized advisory services for procuring institutions, as a tool to detect gaps and points to be improved in the public procurement process, as well as a complaint platform and a mediation service with regard to complaints.

Source:
ChileCompra
Observatory
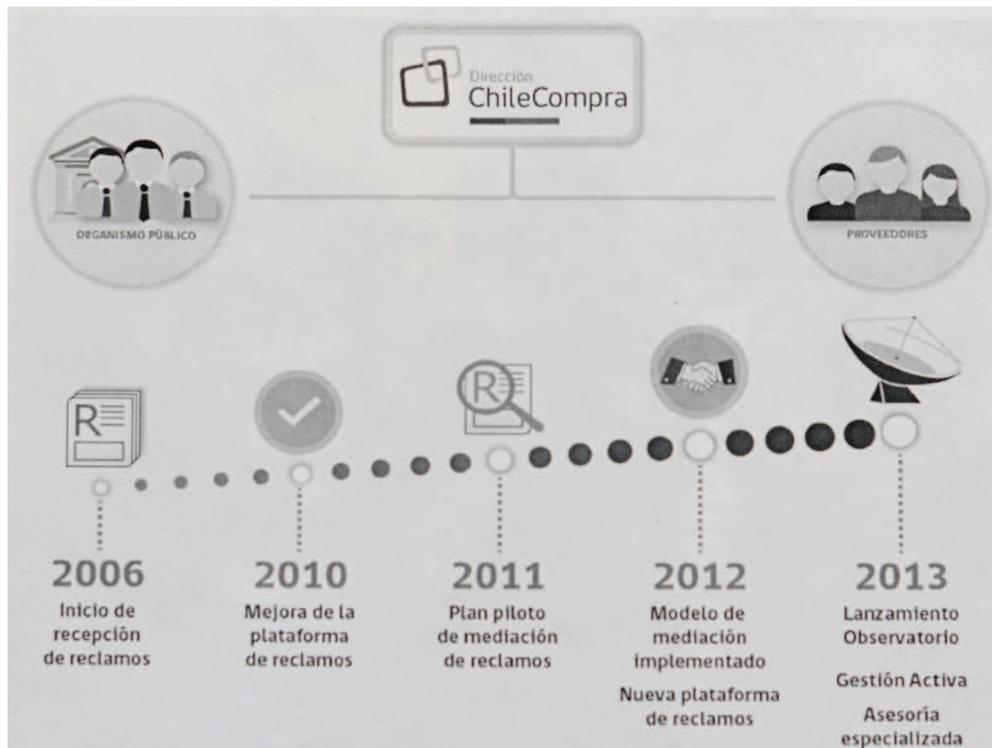
Objetive

The Observatory's main objective is to intervene in a proactive, preventive, and reactive manner in the preparation of invitations to tender by public servants, as well as in joint bidding process; it also seeks to intervene in the conduct of government suppliers. Thus, the Observatory aims to shed greater light on the goods and services procured and increase business opportunities in this electronic market.

Content

The ChileCompra Observatory divides its work into three areas:

1. Proactive Measures. The Observatory monitors and provides guidance, recommendations and specialized advice to organizations, from the employees charged with procurement to legal and administrative heads, institutional department heads, and government suppliers. In order to do this, it provides the following services and tools: Provision of strategic data for management (best practices index, operational management indices, business indices, specialized advisory services, support program for municipalities).

2. Preventive Measures. These measures include a preventive alert and active management system for procuring institutions. The system is a tool that detects gaps and points to be improved in public procurement processes through improvement campaigns and active management.

3. Reactive Measures. These measures offer a complaints platform related to the behavior of organizations on the public market. There is also a mediation service for citizens who are unsatisfied with the solution provided by the respective organization. In this regard, the following information is provided: complaints, complaints mediation, blacklisted businesses, decisions of the office of the comptroller (oversight, audits, and opinions).

Contact Information

E-mail: observatorio@chilecompra.cl
Address: Monjitas 392, 8th Floor, Santiago-Chile
Telephone: (+56) 2 290 4458
Link: http://observatorio.chilecompra.cl/index.php?option=com_content&view=article&id=104&Itemid=506

5.2. THE HOUSING OBSERVATORY (OH)

Generalidades

The Housing Observatory (OH) is an initiative of the Ministry of Housing and Urban Planning (MINVU) devoted to compiling and analyzing sector data. The Observatory's purpose is to provide technical support for the design and implementation of public policies on housing and urban planning. The OH's work seeks to strengthen the MINVU's current capacity to monitor the results of housing policy and generate indicators aimed at assisting in the formulation of these policies.

During the OH's first phase it devoted itself to consolidating domestic real estate market data, with special emphasis on assessing medium and long-term trends, including the territorial component as a key pillar. Furthermore, the Observatory seeks to support public and private institutions in the housing sector by gathering social and economic indicators and preparing the methodological processes that this entails.
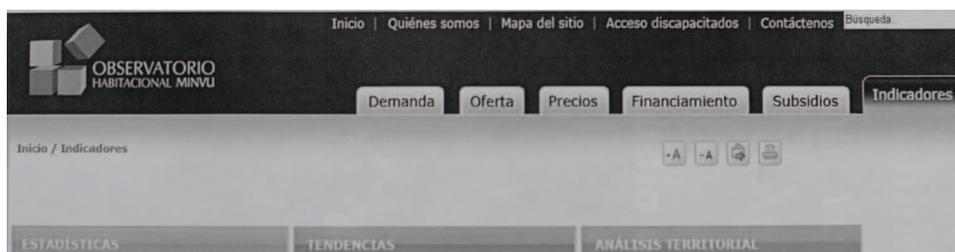
Source: Housing Observatory (OH)

Objetives

The OH's specific objectives are:

a) To gather information, indicators, methodologies, as well as quantitative and qualitative data on housing from the public and private actors involved.

b) To make headway in producing sector statistics with the greatest possible territorial disaggregation and that ideally are geo-referenced.

c) To create indicators that show fulfillment of housing policy strategic guidelines.

d) To periodically analyze quantitative and qualitative data with a view to substantiating proposed public policies on housing.

Content

The content is divided into the following areas:

1. Demanda. Contains statistics, trends, and territorial analyses on the following sections in common: Housing shortages and potential demand.

2. Supply. Provides statistics, trends, and territorial analyses on the following sections in common: Building permits, existing housing stock, real estate registry, private real estate supply, agencies for social real estate management (EGIS).

3. Prices. Offers statistics, trends, and territorial analyses on the following sections in common: Subsidized housing, private real estate market, leases.

4. Financing. Furnishes statistics, trends, and territorial analyses on the following sections in common: [Loan] placements and relevant interest rates.

5. Subsidies. Lists statistics, trends, and territorial analyses on the following sections in common: Historical statistics, vulnerable sectors, medium and emerging sectors, protection of assets, financial execution.

6. Indicators. Shows statistics, trends, and territorial analyses on the following sections in common: Macro economy, labor market, and construction sector.

Contact Information

Address: Ahumada 48. Oficina 307, Santiago-Chile
Telephone: (+56) 2 696 3517
Link: http://www.observatoriohabitacional.cl/opensite_20080122170754.aspx

6. COLOMBIA

6.1. PUBLIC POLICY OBSERVATORY OF MEDELLIN

General Information

The Public Policy Observatory of Medellin is a government entity that manages information and generates knowledge by analyzing data and studying the city's priority issues.

Source: Public Policy Observatory of Medellin

The Observatory is comprised of an interdisciplinary team within the Assistant Office of Metro-Information, which falls under the Office of the Mayor of Medellin's Administrative Planning Department. The Assistant Office of Metro-Information manages the structures and dynamics required for assessing public policies by monitoring and evaluating plans, programs, and projects.

Objective

The Observatory's primary purpose is to provide the data standards and specialized knowledge necessary for monitoring and evaluating public management in such a way as to help assess decision-making and planning processes.

Characteristics

1. Its operations center around the creation of a network of government agencies, organizations, and social actors that, thanks to the ongoing interaction among them with respect to the city's priority issues, provide and support the data analysis necessary for producing knowledge.

2. Its strategies include:
   - The creation of inter-organizational working groups.
   - Standardization of processes for the creation, use, and updating of data.
   - Data and knowledge management.
   - Encouraging technological enhancement.

3. Its pursuits, activities, and actions have a *rights-based human development approach* aimed at helping to promote a process in which individuals' opportunities are expanded in such a way that they may enjoy longer and healthier lives, acquire knowledge, and access the resources they need to achieve a decent living standard.

Content

1. Plan and Project Monitoring. This section presents the information available on development plans (public accountability and monitoring tools, etc.) and land use plans. It offers documents and publications that evidence the monitoring being conducted of the main indicators having to do with infrastructure, the environment, mobility, transit, and land.

2. Monitoring of Development-related Issues. Monitoring of the main figures reported for the following categories is done from a sector standpoint: demography and quality of life, economic development, education, institution strengthening, risk management, infrastructure, the environment, mobility, land, housing, security and coexistence, [and] public utilities.

3. Territorially-based Monitoring. Organizes, by territory, data from publications and indicators for each of the 16 *comunas* [districts] and 5 *corregimientos* [townships] of the Municipality of Medellin.

4. Population-based Monitoring. Information is available on documents and topics related to using a human rights-based approach as a benchmark for integral human development.

Contact Information

Address: Medellin, Antioquia

Colombia

Telephone: +57 3855555

Website:

http://www.medellin.gov.co/irj/portal/ciudadanos?NavigationTarget=navurl://59c8196c38ea231d905259aa347df286

7. ECUADOR

7.1. NATIONAL INFORMATION SYSTEM (SNI)

General Information

The National Information System (SNI) is a technology tool that was developed jointly by the National Secretariat for Planning and Development (SENPLADES), the National Statistics and Census Institute (INEC), and Ecuador's Internal Revenue Service (SRI), with funding from the National Secretariat for Science and Technology.

Source: National Information System Violence

The platform seeks to collect all public policy-related data in Ecuador. To that end, the general provision of Executive Decree 1577 of February 11, 2009, on the National Planning Council, establishes that *"public institutions under the purview of the Executive Branch that have created, create, and/or administer databases shall be required to integrate their data into the National Information System."*

In collecting data, the SNI also aims to create indicators and statistics that can constitute an effective and relevant foundation for development planning and public finances.

Content

1. **Data and indicators.** Via the National Information System, 82 indicators are being replicated for monitoring the *Plan Nacional del Buen Vivir* [National "Living Well" Plan] (PNBV). To date, 55% of the indicators have been calculated and applied at the provincial level, and 43% at the zone level. To supplement this data, a set of 159 additional indicators –known as "support indicators"– have been included; these were created as part of the process to monitor the National "Living Well" Plan.

2. **Methodological fact sheets.** In order to facilitate the standardization and periodic calculation of indicators, there is a methodological fact sheet that clearly and concisely explains the procedure used to obtain the 82 indicators and/or variables created to monitor the 12 objectives of the National "Living Well" Plan (PNBV).

3. **Geographic information.** The SNI has been working in coordination with the main public institutions responsible for generating geo-data, the most noteworthy being: the Military Geographic Institute (IGM), which is responsible for basic cartography; the *Centro de Levantamientos Integrados de Recursos Naturales por Sensores Remotos* [Center for Integrated Data Collection on Natural Resources via Remote Sensing] (CLIRSEN), which is in charge of collecting thematic mapping data; and, the Ministry of Agriculture, Livestock, Aquaculture, and Fishing (MAGAP), which is responsible for data having to do with rural land registries.

4. **Guidelines for geo-data.** Official documents on standardization of the generation and use of geo-data are available in the SNI so as to ensure that institutions share data and information under unified technical specifications. These documents include the "National Geospatial Data Policies" and the "Ecuadorian Metadata Profile," which are published in Official Registries nos. 269 and 288 of September 1 and September 28, 2010, respectively. In addition, there are documents on general framework data, the standardization of metadata, an objects catalogue, and other basic documents having to do with the management and generation of spatial data.

Contact Information

Address: Juan León Mera No. 130 y Av. Patria. CFN Building, 4th floor

Quito, Ecuador

Tel.: (+593) 2 3 97-8900

E-mail: sni@senplades.gob.ec

7.2. CITIZEN SECURITY OBSERVATORY OF THE METROPOLITAN DISTRICT OF QUITO (OMSC)

General Information

The Citizen Security Observatory of the Metropolitan District of Quito (OMSC) is a service offered by the Municipality of Quito to provide comprehensive, timely, and reliable data on criminal activity, violence, and citizen insecurity that will enable decision makers, the general public, the academic community, and society as a whole to better understand, monitor, and evaluate this social phenomenon.

The OMSC's primary sources of information are:

- The Office of the Attorney General of the State;
- The Ecuadorian National Police;
- The Metropolitan Call Assistance Center;
- The National Office on Gender;
- The Firefighters Corps;
- Child and Teen Protection Boards.

Objectives

a) Create a system for compiling and analyzing data on violence and crime that is based on institutional sources and opinion surveys aimed at the community; and

b) Support the development of public policies on citizen coexistence and security in terms of: 1. Epidemiological surveillance of violence; 2. Promotion of a culture of citizen security; and 3. Access, analysis, and dissemination of data on the topics of violence and criminality.

Content

The OMSC has a Virtual Library that brings together all the activities it has engaged in, the data collected, as well as analyses, statistics, and reports. This Library is divided into six (6) sections:

1. Reference documents

2. Monthly reports

3. Annual reports

4. Quarterly reports

5. Bi-annual reports

6. Maps

Specifically, the "Reference Documents" section encompasses all of the Observatory's activities with respect to the compiling, analysis, and transformation of data and information collected from institutional sources and surveys. The documents, which are accessible to the general public and downloadable from the website, are as follows:

- Citizen Security Studies – Compilation 2010 – 2012
- 120 Strategies and 36 Experiences
- Feminicide in Central America
- Punishing the Enemy: Criminality, Exclusion, and Insecurity
- Safe City: Debates on Citizen Security
- Global Conflicts – Local Violence
- Crime, Punishment, and Violence in Mexico
- Political Economy of Citizen Security
- Victimization Survey
- Insecurity, Prevention, and Police
- Perspectives and Dilemmas with respect to Citizen Security in Latin America
- Community Policing and Institutional Change in Ecuador
- Citizen Security: Scenarios and Effects
- Building a Collective Language: The Diagnostic Assessment of Violence

Contact Information

E-mail: alejo8vizuete@yahoo.com
Pasaje Espejo Oe2-40 entre Guayaquil y Flores.
Quito Pichincha (Ecuador)
EC17034

8. UNITED STATES

8.1. SOCIAL OBSERVATORY COORDINATING NETWORK

General Information

The Social Observatory Coordinating Network (SOCN) was founded by the National Science Foundation to work with the scientific communities in the development and planning of a set of observatories for the Social, Behavioral, and Economic (SBE) Sciences that will transform SBE science.

Source: Social Observatory Coordinating Network

The major objective of the SOCN is to continue to explore ideas regarding the potential form and functioning of such a network of social observatories and to actively engage individuals and groups across the SBE research community in this process.

Content

There is information on workshops and meetings. A broad strategic vision. White Papers on a variety of topics related to SBE sciences. A forum for contributing to the White Papers. A discussion forum. An annotated collection of links to relevant external resources.

Contact

Website: http://www.socialobservatories.org
Telephone: 301-405-6403
E-mails: hofferth@umd.edu / emoran1@umd.edu

8.2. GOVERNMENT ACCOUNTABILITY OFFICE OF THE UNITED STATES OF AMERICA

General Information

The U.S. Government Accountability Office (GAO) is an independent agency of the legislative branch within the federal government. Often called *"the investigative arm of Congress"* or the *"congressional watchdog,"* the GAO investigates how taxpayer dollars are spent and advises Congress and the heads of executive agencies on how to improve the way government works.

Source: U.S. Government Accountability Office

The GAO exists to support the Congress in meeting its constitutional responsibilities and to help improve the performance and ensure the accountability of the

federal government for the benefit of the American people. It provides Congress with timely information that is objective, fact-based, non-partisan, non-ideological, fair, and balanced. The GAO is unique among legislative support agencies in that its reports often contain original data and professional analyses obtained from extensive fieldwork.

Each GAO report reflects three core values: Accountability, integrity, and reliability. The agency also operates under strict professional standards of review and referencing; all facts and analyses in the GAO's work are thoroughly checked for accuracy.

Objectives

Most of the GAO's work is done at the request of committees or subcommittees, or is mandated by public laws or committee reports. The GAO also undertakes research under the authority of the Comptroller General. The GAO supports Congressional oversight by:

a) Auditing agency operations to determine whether federal funds are being spent efficiently and effectively;

b) Investigating allegations of illegal and improper activities;

c) Reporting on how well government programs and policies are meeting their objectives;

d) Issuing legal decisions and opinions, such as bid protest rulings and reports on government agency rules.

Contact Information

Website: http://www.gao.gov/index.html
Telephone: (202) 512-3000
E-mail: contact@gao.gov
Address: U.S. Government Accountability Office Headquarters
441 G St., NW
Washington, DC 20548

Office of Public Affairs
E-mail: youngc1@gao.gov
Room: 7149
Telephone: (202) 512-4800

Congressional Relations
CongRel@gao.gov
Room: 7125
Telephone: (202) 512-4400

9. MEXICO

9.1. GENDER AND SOCIAL VIOLENCE OBSERVATORIES IN MEXICO

General Information

The Gender Violence Observatories are citizen-monitoring bodies that look at types and forms of gender violence in their respective areas of influence. The actions of these observatories are based on inter-institutional and cross-sector links with the different government and social actors involved in the issue. They aim to raise the profile of the prevalence and types of gender violence that exist in the local environment by compiling, analyzing, and disseminating relevant, timely, and reliable information that helps to reform public policies for the prevention, assistance, punishment, and/or eradication of gender violence.[5]

The National Social Development Institute (INDESOL) coordinates these observatories, of which there are a total of 17 in the jurisdictions of Baja California Sur, Campeche, Chihuahua, Chiapas, Mexico City, Durango, Guanajuato, Guerrero, Hidalgo, Michoacán, Morelos, Nayarit, Oaxaca, Puebla, Quintana Roo, Tlaxcala, and San Luis Potosi.
.

Source: National Social Development Institute (INDESOL)

As part of their organizational structure, each gender violence observatory has a Local Technical Committee comprised of a group of specialists that support and are responsible for the observatory's operations.

In addition, the observatories are supported by a network of informers whose mission it is to address the under-reporting of data. For their part, these informer networks are divided into two structures, to wit: Sector Coordination for Institutions, which is comprised of public, private, and civil society entities such as information clearinghouses, universities, etc. that already have some type of data, statistical or otherwise; and the Territorial Network of Data and Monitoring Units, which are responsible for collecting and recording data, including the number of reports filed that have to do with social and gender violence.

Nationally, since 2005 there has been an Interdisciplinary Social Intervention and Research Group (GIIIS) in place, which brings together multiple professionals linked to the public and private sectors and civil society (professors, sociologists, physicians, psychologists, and social workers, among others). The GIIIS is responsible for analyzing social conditions that lead to violence against women and gender violence, and conducts studies and research and writes articles, etc. on the subject. This group is open and voluntary.

Objective

The primary objective of the Gender and Social Violence Observatory is to compile and record data and statistics on social and gender violence in order to bring violence against women in any social space to light, thereby help-

---

[5] Website of the *Instituto Nacional de Desarrollo Social* [National Social Development Institute]
http://indesol.gob.mx/programas/equidad-de-genero/observatorios/

ing to prevent, punish, and eradicate it.

To this end, virtual platforms have been designed where it is possible to find studies, research, and diagnostic assessments on violence against women in order to position this issue on the public agendas of Mexico's different government agencies.

Content

The Gender and Social Violence Observatories produce data on three topics: Childhood and youth, women, and older adults. In 2013, important studies were presented, to wit: *Diagnóstico de género de la zona oriente de la ciudad de México* [Diagnostic Assessment of Gender in the Eastern Zone of Mexico City], *Mapa Social de Violencia de Genero del Estado de México* [Social Map of Gender Violence in the State of Mexico], and a study on the *Tipos de Violencia identificados por las mujeres del Municipio de San Bartolo Tutotepec del Estado de Hidalgo* [Types of Violence Identified by the Women of the Municipality of San Bartolo Tutoepec], among others.

Contact Information

National Social Development Institute (INDESOL)

Tel: 5554 0390

Website: www.indesol.gob.mx/

9.2. SOCIAL DEVELOPMENT INFORMATION SYSTEM OF MEXICO CITY (SIDESO)

General Information

The Social Development Information System of Mexico City (SIDESO) is an open data platform developed by Mexico City's Secretariat for Social Development. It covers different aspects of social development planning, data having to do with the government of Mexico City's social policy, and social development-related activities geared mainly towards women, children, and older adults.

SIDESO falls under the Secretariat for Government of the Federal District of Mexico (Mexico City), which is responsible for coordinating the integration, management, and organization thereof; issuing the criteria and guidelines necessary for standardizing the generation, integration, and management of social development data; coordinating with other Federal District government entities, agencies, and bodies to share social development data and exchange sector-related information; and safeguarding, monitoring, and overseeing the computer program used to operate the System.
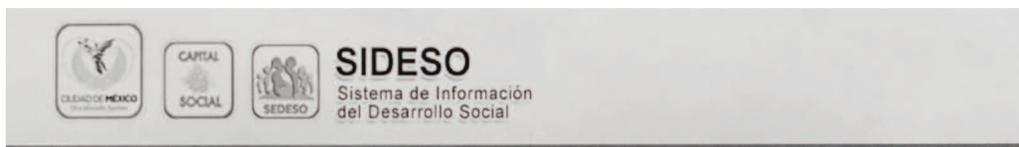
Source: Social Development Information System (SIDESO)

To achieve the above, all government agencies, decentralized bodies, delegations, and entities responsible for social programs are required to provide data quarterly, except for data protected under the Law on Transparency and Access to Information.

Objective

The objective of the Social Development Information System is to encourage social engagement in the design, monitoring, and evaluation of the Federal District of Mexico's social development policy.

Content

Pursuant to the Social Development Law for the Federal District of Mexico, the Social Development Information System is to contain:

- Diagnostic assessments of social issues in Mexico City and of the social groups that exist there. Such assessments are to be disaggregated by sex, age, ethnicity, and geographical location;

- The basic guidelines and criteria of the social policy;

- The Federal District of Mexico Social Development Program;

- Social Development Delegational Programs and other sector, specific, institutional, partial, etc. programs having to do with social development;

- Updated operational mechanisms and guidelines for each one of the programs;

- An updated list of territorial units by degree of socioeconomic development;

- Indicators for measuring social development in Mexico City;

- The rate of observance of the social rights of Mexico City residents;

- Internal and external evaluations of social development programs;

- Data generated by the Social Development Council;

- Mexico City's social laws;

- Data, disaggregated by sex, age, ethnicity, and territorial unit, from the lists of beneficiaries of social programs that entail monetary transfers;

- Data from lists of beneficiaries of social development programs;

- Data obtained from the registry of civil society social development organizations pursuant to the provisions of the Law to Promote the Social Development Activities of Civil Society Organizations;

- Data provided by the Private Assistance Board on the activities of Private Assistance Institutions;

- Information from social development cooperation agreements with the federal government and with local governments; and

- Data from federal government social programs executed in Mexico City.

In keeping with this law, it is possible to find documents containing statistics on family violence, information on different social programs that benefit women, financial reports from the Secretariat for Social Development, analysis and data on the abuse of older adults, information on the Home Medical Visits Program, data from different surveys, such as the survey on Perceptions about Benefits and Assessment of the Food Subsidy for Adults Older than 70 Years of Age Residing in the Federal District of Mexico, among others.

Contact Information

Social Development Secretariat
Website: http://www.sideso.df.gob.mx/
Tel. 52 55 53 458 239

10. PARAGUAY

10.1. HUMAN RESOURCES IN HEALTH OBSERVATORY (ORHS)

General Information

The Human Resources in Health Observatory (ORHS) arose out of the need to have a forum for coordinating, producing, and analyzing sector data on the status of and trends in human resources in the health sector.

OBSERVATORIO PARAGUAYO DE RECURSOS HUMANOS EN SALUD

Source: Human Resources in Health Observatory (ORHS)

This Observatory is divided into two (2) important sections: (1) An Executive Committee comprised of the Ministry of Public Health and Social Welfare (MSPBS), via two of its entities (the National Strategic Office on Human Resources in Health – Coordinator – and the General Office on Strategic Data in Health), the Social Security Institute (IPS), national universities, the Paraguayan Medical Association, [and] the Paraguayan Nursing Association; and (2) an Advisory Committee made up of Cooperating Members, namely all those entities/institutions involved in the training, management, or regulation of human resources in the health sector that wish to participate.

Objectives

The objectives pursued by the Observatory include:

a) Producing and disseminating information and knowledge through studies and methodologies that guide the analysis of and policy decisions on human resources in the country.

b) Promoting research on human resources in the country's institutions in keeping with the main focuses of work set out by the members of the Observatory.

c) Supporting communication and the sharing of information among the members of the Observatory.

d) Disseminating the data and knowledge produced by the Observatory both nationally and internationally.

e) Promoting coordination with other observatories, regionally and globally, with a view towards forming networks.

Content

The Human Resources in Health Observatory (ORHS) has a series of documents that provide access to both national and international data on health-related decisions.

These documents include:

- La Carrera Sanitaria [Healthcare Careers] – Dr. Carlos Rosales
- Basic Health Indicators
- Framework Agreement for Institutional Cooperation
- Diagnostic Analysis of Services Network (MSPBS – CIRD)
- Report on the Millennium Development Goals
- Toronto Call to Action – 2005
- Health Monitoring and Evaluation Manual
- Regional Targets 2007-2015
- Preliminary Notes on Migration
- Human Resources in Health Observatory – 2004
- MSPBS Strategic Plan 2009-2013
- Public Policies for Quality of Life
- Human Resources for Health
- Resolution 879 of the Human Resources in Health Observatory
- Health and Labor – 2012
- Paraguay's Healthcare System

Contact Information

Address: Pettirossi Esq. Brasil, Asuncion, Paraguay

Telephone: (+59) 5 21 204 601/3

Link: http://observatorioparaguayorhus.ning.com/

10.2. LABOR MARKET OBSERVATORY

General Information

The Labor Market Observatory is an entity of the National Employment Service (SENADE) that conducts ongoing analyses of the labor market, as well as of the market's short- and medium-term trends, which serves to develop employment policies around the following pillars: Guidance, employment, and training.

It is a research and analysis tool for decision-making and for assessing all employment and training measures adopted.

Source: Labor Market Observatory

Objectives

The Observatory primarily aims to learn about the operation and evolution of, as well as trends in, the labor market by assessing the factors that shape its behavior. It does this in order to develop and disseminate data –which is

continually being updated– that serves to support the management of the different social sectors involved in the process of labor intermediation and facilitate the planning of employment- and training-related policies.

Its specific objectives include:

a) Facilitating updated and ongoing systematic knowledge on the behavior of and transformations in the labor market.

b) Learning about activities that constitute new sources of employment, as well as changes in the substance of jobs and the professional and training requirements being demanded by the labor market.

c) Conducting or helping to improve labor intermediation. This entails examining supply and demand profiles in order to meet businesses' needs, and informing workers about the jobs most in demand and the training available to cover them.

d) Providing data and tools to lay the foundation for improving and assessing activities related to training, guidance, and integration into the labor market.

e) Promoting standardization of labor statistics and indicators and improving the quality thereof in order to help different government authorities and social agents understand and use labor statistics.

f) Engaging and raising awareness among different social agents and government authorities on the importance of having a data and analysis system linked to the regional labor market.

g) Supporting consolidation of the Regional Network of MERCOSUR Observatories in order to create synergies among the different countries' teams.

Content

Through the Observatory, several different reports have been prepared that help to shed light on the labor situation in the country by identifying the challenges and opportunities that the national government, through its different agencies, may learn about and act on as needed.

The documents include:

• Main Labor Market Indicators
• Follow-up with Interviewees from the National Employment Service
• Monitoring Report on the International Financial Crisis for the MERCOSUR Labor Market Observatory (OMTM)
• Report on the Employment Situation in Paraguay – MERCOSUR
• Situation of Women in Paraguay. SENADE Labor Observatory. 2009
• Main Labor Market Indicators. July 2010. 260710
• Systematization of Data, Key Informants, Queries, and Written Media. 050511
• Situation of Women in Paraguay. May 2011. 220511
• Set of Reports - MERCOSUR

Contact Information

E-mail: senadeweb@gmail.com

Address: Estados Unidos c/ Rca. de Colombia, Asuncion, Paraguay

Telephone: (+59) 521 234 308

Link: http://www.mjt.gov.py/senade/observatorio/#informes

11. PERU

11.1. DISTRICT OBSERVATORY OF MIDIS PROGRAMS – MINISTRY OF DEVELOPMENT AND SOCIAL INCLUSION (MIDIS)

General Information

The District Observatory of MIDIS Programs is an online geo-referenced data platform that makes it possible to see and access information on MIDIS social programs, socioeconomic indicators, chronic malnutrition, and susceptibility to food insecurity at the district level.
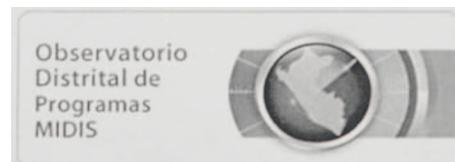
Source: District Observatory of MIDIS Programs

The government entity responsible for the initiative is the Ministry of Development and Social Inclusion, via the General Office on Monitoring and Evaluation (Vice-Ministry of Social Policy and Evaluation).

All the data compiled is organized by department, province, and municipality and takes into account several socioeconomic indicators, to wit:

- Population
- Poverty
- Identity
- Education
- Health and nutrition
- Access to basic services
- Housing
- Labor
- Other: Number of members per household

The Observatory also has a database on the number of users that benefit from MIDIS social programs. For each program, it is possible to learn the number of provinces and districts where the program has been implemented and the number of program users.

Objectives

a) Promote and foster the analysis of official data for timely, truthful, and validated decision-making by providing updated data on the users of MIDIS programs at a district, provincial, and departmental level;

b) Serve as a transparency and targeting tool for the implementation of social policies in regional and local governments.

Contact Information

Ministry of Development and Social Inclusion (MIDIS)

Av. Paseo de la República 3101

San Isidro, Lima, Peru

Tel. (+51) 1-631-8000/8030

Website: http://www.midis.gob.pe/index.php/es/centro-de-informacion/seguimiento-y-evaluacion/observato-rio-distrital-de-programas-midis

11.2. PERUVIAN DRUG OBSERVATORY (OPD)

General Information

The OPD was created in 2005 as an office under the National Commission for Development and a Drug-free Life (DEVIDA), which is the authority in charge of coordinating national drug policies. The OPD is responsible for generating, centralizing, systematizing, and disseminating objective, reliable, up-to-date, and comparable data that enable the national and international community to have a joint vision of the issue of and actions to combat drugs and their consequences, thus contributing to the development and adaptation of policies, decision-making, and the design and evaluation of programs.

Functions

The following are the main functions of the OPD:

a) Collect, classify, validate, and disseminate data on the drug issue and the fight against drugs.

b) Implement and propose reliable methodologies for collecting and comparing data; encourage and coordinate the involvement of public and private entities with respect to drug-related data.

c) Have validated data for developing the National Drug Strategy.

d) Issue technical opinions on proposed activities, programs, and projects that may generate statistical data on drugs.

e) Commission third parties to conduct studies that support the generation of data and statistics on drugs, and design and oversee the execution thereof.

Content

The information that can be found on the OPD's website is rather broad and includes drug-related statistics, reports, and other documentation from national and international bodies. Specifically:

1. **National and international drug statistics.** The statistics are broken down between drug demand and drug supply and organized into detailed sections on, for example: Seizures, illicit crops, and crop destruction and eradication, in the section on "drug supply;" and the school population, the general population, and the college population, in the section on "drug demand."

2. Reports and publications. Contains several reports and newsletters prepared and published by the OPD, as well as publications from other entities and legislative documents on this topic.

3. DEVIDA projects. The OPD's website includes a database containing all of the projects developed by the National Commission for Development and a Drug-free Life (DEVIDA).

4. Guidance on drugs. The OPD website has a section devoted to the publication and dissemination of information on: (1) Drugs and their consequences; (2) preventive actions; and (3) assistance centers, where all the details needed to contact specialized care centers for treatment and help with drug addiction can be found.

The OPD's work includes the efforts of various government institutions, whose assistance and data make up the OPD's Information System:

- Ministry of Health (MINSA); Office of Mental Health; General Office on Statistics and Computing (OGEI)
- Ministry of Education (MINEDU); Office of Mentoring and Educational Guidance (DITOE)
- Ministry of the Interior; Anti-drug Office of the Peruvian National Police (DIRANDRO)
- Ministry of Justice; Financial Intelligence Unit (FIU)
- Ministry of Defense; General Office of Maritime Captaincies and Coast Guards (DICAPI)
- Chairmanship of the Council of Ministers; National Intelligence Office (DINI)

Contact Information

SENIOR OFFICE OF DEVIDA - mschreiber@devida.gob.pe
OPD: Av. Benavides 2199, Office 603
Lima 18 – Peru
Tel. (+51) 1-207-4800
E-mail: opd@devida.gob.pe

12. TRINIDAD AND TOBAGO

12.1. NATIONAL DRUG COUNCIL (NDC)

General Information
The National Drug Council (NDC) acts under the supervision of the Ministry of National Security and was established in May 2000.

The NDC is a monitoring, coordination, and evaluation body for implementation of the National Anti-Drug Plan and acts a channel for interaction with the international community.

It is comprised of a Chairman and thirteen (13) members. The Council was structured in such a way as to ensure representation at the senior levels of the key agencies and organizations involved.
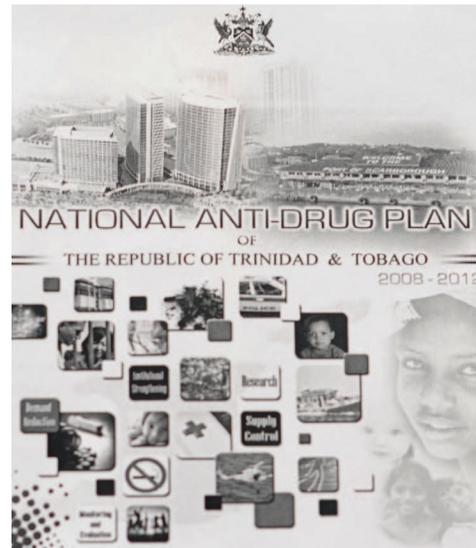
Objectives
The NDC's primary objectives include monitoring and evaluating the progress made during implementation of the National Anti-Drug Plan as far as demand and supply reduction are concerned and making appropriate recommendations.

Content
The NDC offers the following thematic studies:

- The Impact of Drug Use and Abuse in the Workplace
- The Impact of Drugs on Society
- The Impact of the Drug Trade on Physical and Mental Health in the Nation
- Women Incarcerated in Trinidad and Tobago Prisons

Contact Information
E-mail: ndc@mns.gov.tt
Website: http://www.nationalsecurity.gov.tt/ndc/Home/
tabid/151/Default.aspx
Telephone: 625-1874
Address: National Drug Council
          Temple Court, Abercromby Street
          Port of Spain, Trinidad and Tobago

13. URUGUAY

13.1. URUGUAY OBSERVATORY OF PUBLIC POLICY

General Information

The Uruguay Observatory, under the President's Planning and Budget Office, was created in 2008 for purposes of enhancing the public policy debate by providing a crosscutting view of public policies, while also paying attention to the way the context in which such policies operate is evolving.

Source: Uruguay Observatory of Public Policy

In 2009, the Observatory acted, preliminarily, as a tool to bring indicators to light.

Between 2011 and 2013, the following improvements were added:

- New topics and indicators.
- An *Observatories Portal* to facilitate access to relevant data from other national and international websites.
- The application entitled *¿A dónde van nuestros impuestos?* [Where Do Our Taxes Go?], which offers easy and intuitive access to the national budget breakdown according to the new program structure begun in 2010.
- The *Government Planning* section was created; this is where the indicators for the program areas and government programs can be found.
- The *Analysis and Evaluation* section was created; this section compiles monitoring and evaluation reports on the different topics the Observatory deals with.

Objectives

The objective of the Uruguay Observatory is to enhance the public policy debate by supplying relevant, reliable, and timely data to analysts, decision makers, and citizens in general.

Specifically, it seeks to provide evidence to respond to the following questions:

- What is the level of the population's social well-being and how has it evolved?
- What public policies have been developed to encourage the country's development and how are they monitored?
- How is the National Budget managed in terms of public policy implementation?
- What knowledge is the State producing with respect to the issues it is concerned with and the effectiveness of its policies?

Content

The Uruguay Observatory is organized into six (6) sections:

1. **Uruguay in indicators:** This section presents useful indicators for contextualizing the design of public policies and monitoring their long-term effects on the country. To that end, an attempt is being made to draw up a stable set of indicators not necessarily linked to the priorities of each administration.

   The indicators are presented in two (2) categories:

   1.1. Topic-based indicators: Macroeconomic conditions, demographic conditions, education, labor and social security, household income, health, housing, citizen security, industry and energy, agriculture and fishing, foreign trade, gender, science, technology and innovation, tourism, the environment, transportation, and road infrastructure.

   1.2. Departmental indicators: Demographic conditions, education, labor and social security, household income, health, housing, citizen security, and science, technology, and innovation.

2. **Uruguay in the world:** This section presents international indices and indicators that reveal the position of the country and how it has evolved in different areas from a comparative perspective.

   The following are among the indicators presented: Governance, macroeconomic conditions, demographic conditions, education, labor and social security, household income, health, citizen security, foreign trade, gender, and science, technology, and innovation.

3. **Government planning:** Offers quantitative data on the context, objectives, and outcomes obtained by the government, which is used for the strategic planning set out in the 2010-2014 National Budget and its annual updates.

   The following is offered for each of the seven program areas (Productive Development, Education, Infrastructure-Transportation and Communications, Social Security and Protection, Health, Public Safety and Security, and Housing) defined as priority areas for the current administration:

   - *Program area indicators*, which seek to provide a general overview of the context in which the State must act by measuring objective conditions of society.
   - Sector objectives that the government has proposed for the current five-year term *(program budget objectives)*.
   - Indicators from the *program budget* that make it possible to monitor the outcomes achieved vis-à-vis those objectives.

   In addition, there are program area indicators for three areas not considered to be priorities, to wit: Administration of Justice, Legislative Affairs, and Labor and Employment.

4. **Observatories and statistics:** This section offers a search function geared toward facilitating access to statistical data on public policies generated by different national and international portals.

5. **¿A dónde van nuestros impuestos? [Where Do Our Taxes Go?]:** This is an interactive tool for showing data on the National Budget. This section contains financial data ordered in two ways: Functional and institutional.

5.1.   The functional perspective makes it possible to know to which areas and government objectives the money is being allocated; and

5.2.   The institutional perspective reports on the agencies that receive and execute those resources. Values are expressed in millions of Uruguayan pesos at current prices.

Graph: Search function that presents the Section:
¿A dónde van nuestros impuestos?
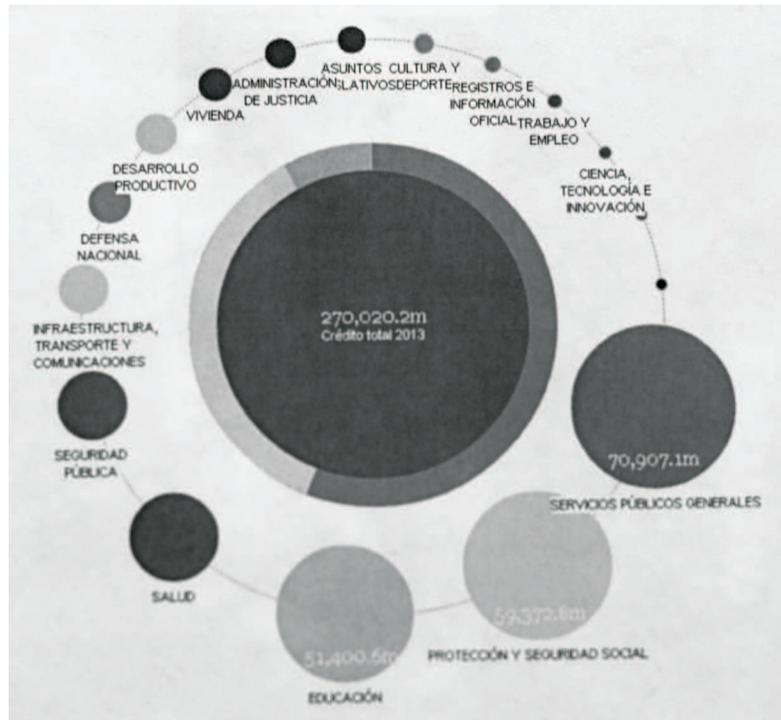
6. **Analysis and Evaluation:** This enables searches for documents that contain diagnostic assessments and analyses of social issues as well as evaluations of public interventions and policies in Uruguay. It aims to facilitate access to documents that contain diagnostic assessments and analyses of social issues as well as to evaluations of public interventions in Uruguay.

Contact Information

E-mail: observatorio@agev.opp.gub.uy
Address: Torre Ejecutiva Sur, Liniers 1324, 5th floor, Montevideo, Uruguay
Telephone: (+ 59) 82 150 8005
Link: http://www.agev.opp.gub.uy/observatorio/servlet/maininicio

14. VENEZUELA

14.1. VENEZUELAN CITIZEN SECURITY OBSERVATORY (OVS)

General Information

The OVS was created by means of Decree no. 8.899 of April 3, 2012, as a decentralized body with budget, administrative, and financial management authority and functional autonomy; hierarchically speaking it falls under the 'Peoples Power' Ministry of Internal Relations, Justice, and Peace, in coordination with the Vice-Ministry for Prevention and Citizen Security (Article 1 of Decree 8.899). The objective of the Observatory is to manage, compile, process, analyze, and integrate, in an automated data system, national and international data and all other information that may be of interest to the country. The Observatory does this by obtaining, coordinating, organizing, and producing statistical data that make it possible to assess, design, develop, and monitor plans, strategies, and actions to be implemented with respect to citizen security in order to help develop and implement the public policies and strategies being advanced by the State (Article 2, Decree 8.899).

Source: Venezuelan Citizen Security Observatory

Functions

The following are the functions of the OVS, as established under Article 4 of Decree 8.899 of April 3, 2012:

a) Compile, classify, process, analyze, and compare all the qualitative and quantitative data from the indicators on criminal activity and violence, as well as those having to do with citizen security-related plans, programs, and projects implemented nationwide;

b) Perform studies on phenomena that affect citizen security and conduct surveys on victimization;

c) Establish mechanisms through the Observatory's website and other media for publishing studies and official data on citizen security;

d) Promote and coordinate research on citizen security;

e) Prepare reports on crime, violence, the justice system, the prison situation, economic, political, social, and cultural conflicts, and specific situations that make it possible to understand the factors that give rise to these issues as well as potential alternatives for resolving them;

f) Prepare draft scenarios that might arise depending on a given situation;

g) Analyze statistical data furnished by the State's formal social oversight agencies;

h) Recommend programs to reduce crime and conflicts that create instability in the different layers of citizen security;

i) Design and implement a technology platform and integral data systems at all levels (national, departmental, municipal) and promote the creation of statistics units in each agency involved in citizen security;

j) Update the data collected and ensure the quality and reliability thereof;

k) Assist the Vice Minister in planning, coordinating, and managing OVS activities; establish the technical criteria and guidelines to be used in the design, planning, structuring, and development of prevention programs inherent to citizen security;

l) Promote mechanisms to improve data collection in order to ensure the consistency, reliability, and timeliness of the information;

m) Encourage participation of the 'Peoples Power' [Ministry] in generating and using statistical data on citizen security;

n) Promote reliable and authorized data that impact the country's social and economic development in order to help government agencies, public and private organizations, and all other actors that make up the National System for Crime Reporting, Emergencies, and Disasters to make decisions on these issues;

o) Train and bring the staff of the Observatory up-to-date;

p) Share data with other observatories and with other countries' law enforcement authorities;

q) Issue the administrative acts necessary for completing its functions;

r) Continuously exchange information and work with international networks and organizations that work in this area;

s) Access the information, data, and support necessary for completing its functions;

t) Enter into contracts and other operational agreements and arrangements when so ordered by the Ministry;

u) Issue internal Rules of Procedure and other regulations necessary for its operations.

Content

1. Citizen Security Statistical Data System (SIESEC)

The Citizen Security Statistical Data System (SIESEC) enables data to be integrated, processed, analyzed, and distributed for decision-making purposes. It was conceived to be national in scope, from a government perspective, and it is based on the data furnished by security agencies and/or other suppliers. Its components act in an integrated fashion in order to achieve its proposed objectives.

The components of the **SIESEC** are as follows:

- **GECOSEC: Content Management Platform.** This service facilitates the sending and receipt of data and allows documents to be reviewed before they are integrated into the data warehouse;
- **ETL (Extract, Transform, Load): Data Integration.** This service consists of a systematic dialogue with security agencies and/or other suppliers based on the processing and analysis of the data they provide.
- **DW: Data Warehouse.** This service supports the data being integrated. It is used to analyze different elements that have an impact on citizen security, through dimensions of analysis;
- **BI: Business Intelligence.** This allows users of the system to personalize reports as needed. Broken down into: Thematic analysis areas, workbooks, and reports.
- **GIS: Geographic Information Service.** This makes it possible to create and consult thematic maps in order to enhance the accessibility and analysis of geo-referenced data that has been stored in the data warehouse.

Source: Citizen Security Statistical Information System (SIESEC)

Contact Information
E-mail: ovsmpprij@mij.gov.ve
Website: http://www.ovs.gob.ve/index.php?lang=en

15. PUBLIC POLICY OBSERVATORIES OF THE ORGANIZATION OF AMERICAN STATES

ORGANIZATION OF AMERICAN STATES

15.1. OBSERVATORY OF STRATEGIES & MECHANISMS FOR EFFECTIVE PUBLIC MANAGEMENT

General Information
The Observatory of Strategies & Mechanisms for Effective Public Management is a management tool that offers experiences on key issues of public administration from the member states of the Organization of American States (OAS).

These Observatories are designed to make significant crosscutting regional issues of public management known to the academic community, government experts, and public policy makers; and to identify experiences with policies, programs, strategies, and mechanisms developed by the countries of the Americas to address these public management issues in order to encourage the exposure, study, and dissemination thereof.

The information presented is a snapshot taken on the date indicated and is subject to periodic updates. It is important to bear in mind that the Observatory addresses countries' formal public management frameworks, laws, and mechanisms and makes no value judgments on or assessments of the status of their implementation.

Objective
The information presented is a snapshot taken on the date indicated and is subject to periodic updates. It is important to bear in mind that the Observatory addresses countries' formal public management frameworks, laws, and mechanisms and makes no value judgments on or assessments of the status of their implementation.

Content
The Observatory of Strategies & Mechanisms for Effective Public Management covers 13 crosscutting public-management topics, to wit: 1. Long-term Vision; 2. National Strategies/Planning; 3. Public Budget; 4. Professionalized Civil Service; 5. Coordination; 6. Evaluation of Policies and Programs; 7. Competitive Regulatory Frameworks; 8. Gender Perspective; 9. Transparency and Accountability; 10. Information and Communication Technologies; 11. Decentralization; 12. Quality of Public Services; and 13. Citizen Participation in Public Management.

To date, 24 observatories from the following countries have been published on the Department of Effective Public Management's (DEPM) website: Antigua and Barbuda, Argentina, the Bahamas, Barbados, Bolivia, Brazil, Canada, Chile, Colombia, Costa Rica, the Dominican Republic, Ecuador, El Salvador, Guatemala, Honduras, Jamaica, Mexico, Nicaragua, Panama, Paraguay, Peru, Saint Vincent and the Grenadines, Trinidad and Tobago, and Uruguay.

It is worth noting that each observatory has indicators, research, and studies related to key issues of public management, all of which are developed and conducted in the official language of each OAS member state.

Contacto

Innovation & Modernization in Effective Public Management Area

Department of Effective Public Management

Organization of American States

Tel: (202) 370-9004

Link: http://www.oas.org/es/sap/dgpe/innovacion/guia.asp#tema

15.2. INTER-AMERICAN OBSERVATORY ON GOVERNMENT PROCUREMENT OF THE INTER-AMERICAN NETWORK ON GOVERNMENT PROCUREMENT (INGP)

The Inter-American Observatory on Government Procurement of the INGP is a research tool for the dissemination of projects, advancements, and characteristics of government procurement in Latin America and the Caribbean designed to support decision-making by public procurement leaders and operators.

This initiative was developed jointly by the Organization of American States (OAS), as the INGP Technical Secretariat, and the Inter-American Development Bank (IDB), in order to provide countries with a tool, which, when systematically and periodically applied, will make it possible to determine the quality and effectiveness of procurement systems; each country will be able to draw up development plans to enhance the aspects that were shown to be the weakest in the evaluation.

Additionally, given the prominence of the results, collaboration among the member countries of the network will be facilitated in the specific areas that require improvement, thus enhancing the efficiency of the process. One of the main advantages of the Observatory is its great simplicity, which enables it to be used as a self-evaluation tool, thereby reducing the costs self-evaluation normally entails.

Characteristics of the INGP Observatory

- It allows for analysis of the international outlook of public procurement in the region.

- It serves as frame of reference for leaders, users, and public procurement researchers, as well as the public interested in getting to know the latest information relating to their country.

- It publishes comprehensive, systematic, and reliable data.

- It facilitates direct access to data furnished by primary sources (countries' public procurement organizations) and prepares reports, graphs, and comparisons of the status of procurement by region, sub-region, and/or country.

Content

With the information available in the Observatory, various indicators that refer mainly to the performance of the purchases and the use of the systems on which the national economy is based, as well as the volume and the amount of the purchases, will be processed automatically.

Based on these indicators, reports and studies of the trends in procurement in different countries or sub-regions (North America, Central America, South America, and the Caribbean) may be created, with the goal of measuring a country's improvement in each of the areas listed below:

- Institutional data, for purposes of identifying the entity responsible for government procurement in the country and where such entity falls in the State's organizational structure.

- Country indicators, in order to have macro indicators for an effective statistical interpretation of national public procurement systems.

- Scope of the national contracting system and competition in the market, for purposes of identifying the annual contracting dynamic in the national system that enables it to be compared to similar systems, as well as the coverage of the types of procurement done by the national system.

- National e-contracting system statistics, in order to identify the annual contracting dynamic in the national system that enables it to be compared to similar systems.

- Regulatory framework for government procurement, in order to identify the existing regulations that govern government procurement.

- Public policy implementation, for purposes of identifying the different public policies being used by the countries of the region.

- E-platform for obtaining greater details from the data platform and management thereof.

- Supplier Registry, in order to specify the number and type of suppliers that work with the State.

- Framework agreements/arrangements and use of the e-catalogue, in order to provide a closer look at how framework agreements are being used in a given country.

- E-cataloguing system, for learning about the characteristics, the type of goods and services offered, and the volume of purchases made through the e-catalogue.

- Reverse auctions, for purposes of detailing how they operate and which countries have incorporated them as a contracting mechanism.

- Human resources training, in order to learn about the existing scenario relative to officials trained in the area of government procurement in each country.

- MSMEs, for purposes of learning about the existing scenario relative to numbers and participation of SMEs in

each of the countries.

- Citizen participation, in order to elaborate on the scenario relative to citizen involvement in public purchases and their role in government procurement.

- Mechanisms for complaints and claims (challenges) as well as for contract dispute settlement, in order to learn what the mechanisms for challenges, existing claims, and dispute settlement are that operate in the country.

- Sustainable public procurement, for purposes of determining whether or not a policy exists that includes sustainability criteria (environmental, social, and economic) for public procurement and the characteristics thereof in each country.

Contact Information
E-Government Program
Department for Effective Public Management
Organization of American States
Tel: (202) 370-4721
ObservatorioRICG

Organization of
American States

**Secretariat for
Political Affairs**

**Department for
Effective Public
Management**

1889 F Street, N.W.
Washington DC 20006
www.oas.org

Con el apoyo de:

Foreign Affairs, Trade and
Development Canada

Affaires étrangères, Commerce
et Développement Canada