



# CONSTRUCCIÓN DE UN SERVICIO CIVIL ESTABLE Y PROFESIONAL EN EL PERÚ



# The OECD-Peru Country Programme

Public  
Governance is  
an integral part  
of the OECD-  
Perú Country  
Programme

- Initial duration of two years
- Three pillars:
  - 1) carrying out 14 specific reviews;
  - 2) increasing participation in expert committees of the OECD;
  - 3) adherence to various legal instruments of the Organization
- 5 Reviews on Public Governance in the Country Programme (Public Governance Review, Territorial Review; Regulatory Policy Review; Integrity Review; Public procurement Review)
- Promote a 'roadmap' for integrated governance reform in Peru to pursue inclusive growth



# Peru's context for public governance reform

## *Socio-economic progress*

- Significant socio-economic development (5.3% average growth rate between 2000 and 2014)
- One of the most rapidly evolving economies in Latin America
- Millions of people have overcome poverty since 2001
- Progress in human development, GDP per capita and income inequality

## *Key governance challenges*

- Achieving socio-economic development in all regions
- Reducing the large regional socio-economic disparities
- Addressing ethno-cultural poverty and inequality (largely concentrated in the Sierra and Selva regions)



# Public Governance Review – Peru: Priority Themes

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- Peru's centre of government (*Chapter 2*)
- Strategic planning and monitoring and evaluation (*Chapter 3*)
- Multilevel governance (*Chapter 4*)
- Strategic human resource management in the government (*Chapter 5*)
- Integrating digital government into public-sector modernisation (*Chapter 6*)
- Open government (*Chapter 7*)



# Strengthening Peru's Centre of Government

## *Defining Features*

- Presidency of the Council of Ministers (PCM) and Ministry of Economy and Finance (MEF): CoG
- Framework for governance reform is cross-cutting and strategic (planning horizon to 2021)

## *Key challenges*

- Co-ordination across central government and levels of government is facing silos and lacks focus (e.g. Presidency of the Council of Ministers has too many mandates)
- Coordination between PCM and MEF poses challenges to an effective and efficient CoG
- Strategic Plans, and sector planning, are not integrated; Results-based budgeting and the National Strategic Plan are not effectively connected



# Key Recommendations

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Strengthen CoG co-ordination and whole of government policy making

Review the composition and mandates of the secretaries and agencies currently in the PCM to clarify and strengthen its whole-of-government strategic leadership/co-ordination capacity

Create two new Vice-Ministerial positions within the PCM:

- Group strategy-setting secretariats/agencies under a Vice-Minister of National Strategy and Modernisation;
- Group implementation/delivery secretariats/agencies under a Vice-Minister for Delivery and Results



# Improving strategic planning and M&E

## *Defining features*

- CEPLAN and the MEF's DG National Budget – key actors
- PEDN – planning horizon over a decade
- Budgetary programming - a parallel process led by the MEF

## *Key challenges*

- Need for better record keeping and quality of information in the public sector
- Insufficient experience in defining strategic national key indicators, analysing data and using M&E
- Insufficient information available at regional and local level



# Key Recommendations

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Use the results of strategic foresight and long-term horizon scanning to inform multi-year planning

Integrate strategic planning and outcomes-based management

Strengthen links between the Strategic Plan and the national results-based budget framework

Improve government information systems to use performance information in policy and service design and delivery



# Multilevel governance and decentralisation for more inclusive growth

## *Defining features*

- Decentralisation process was initiated in 2002 – service-delivery decentralisation and regional autonomy are key elements
- A wide range of responsibilities and mandates have been decentralised

## *Key challenges*

- Decentralisation process: unfinished; need for better multi-level governance (fiscal decentralisation, more mandate clarity/better defined roles and objectives for regional governments; better intergovernmental communication)
- Potential to improve fiscal and administrative capacity in regional and local governments



# Key Recommendations

Reinforce institutional support to deliver effective decentralised governance (integrated national and regional plans; RDAs)

Strengthen the fiscal autonomy of sub-national governments and implement equalisation grants

Improve co-ordination capacity vertically between levels of government, and horizontally between local governments in the regions, and between regional governments

Strengthen interface capacity in regional governments to co-ordinate with other governments (including strengthening CoG capacity in regional governments)

Improve administrative capacity (human resources; digital government; etc) in sub-national governments



# Improving Strategic HRM in the Government

## *Key features and challenges*

- Peru's civil service is a key building block of effective public governance
- Current ambitious reform agenda – new civil service law aims to restructure the management of 600,000 civil servants in 2,500 entities
- Potential to improve strategic HRM

## *Key recommendations*

- Ensure political support for the implementation of the new civil service law (Law 35007); over time, extend its implementation to the regional and local governments
- Design a governance structure to implement the reforms
- Continue to pay special attention to the development of senior managers
- Reinforce the need for a strategic, merit- and performance-based civil service



# Integrating effective digital government into modernisation efforts

## *Key features and challenges*

- Peru's approach to digital government: use of legal instruments and technology deployment
- Significant progress: legal, regulatory framework, digital signature and electronic certificates, data protection, etc but further progress is needed

## *Key recommendations*

- Use digital government more strategically
- Secure CoG-led leadership for more robust governance, management and planning
- Pursue digital government using a coherent, integrated approach across the country
- Pave the way to a data-driven public sector



# Fostering open government

## *Key features and challenges*

- Co-ordination of open government: the SGP in the PCM – strategic leverage
- Frequent staff turnover affects continuity and implementation

## *Key recommendations*

- Strengthen the governance of open government
- Define a national stand-alone open government policy for more coherence and continuity
- Reinforce the co-ordination and leadership role of the Public Management Secretariat in this area
- Strengthen the management of Peru's Transparency and ATI framework



# Conclusion: toward sustainable implementation

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Reform efforts have to be sustained over the medium term; i.e. by the incoming government over the course of its mandate

Governance reform is non-partisan and has to be a national issue of priority to be successful

Peru has the potential to move forward with effective implementation in all areas covered by the PGR

The OECD stands ready to support the government of Peru in implementing governance reform strategies



# Questions for discussion

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- Are countries facing challenges in strengthening the steering/co-ordination mandate of the Centre of Government similar to those highlighted in Peru? How are countries responding?
- Are countries strengthening the use of evidence in planning and decision-making? What good practices are emerging in:
  - Using long-term foresight to inform medium-term planning?
  - Linking spending decisions to the achievement of policy goals?
  - Using performance information to guide policy making?
- How is citizens' participation enhancing decision-making in your country? What good governance practices are emerging in strengthening government accountability to citizens?