

Revista de Administración Pública



Presentation

Throughout its long enough existence, INAP has performed very diverse and complex roles in favor of the development of national public institutions. During its early years, its role consisted in creating consciousness on the need to build and enhance the State capacity to promote effectively national development. From a solid legal perspective, during 1950s and 1960s, INAP encouraged and supported the creation of a public apparatus that embrace and implement a new industrial policy, conduct regional and urban development, establish sound demographic programs, improve public health, set compulsory public education and insert the country in World trade.

A few years later, and once it increased its intellectual assets with the incoming of new members, INAP was able to identify the challenges that Mexican Public Administration was facing and proposed the reforms and the modernization processes that resulted crucial to guarantee the right evolution of its tools and instruments for the years from 1970 up to 1982.

It was in this last date –1982– when the country initiated a hard period of its own history, marked by recurring financial and economic crises. By this time, INAP persevered in its mission as one of the main –certainly not the only one– instances set up for debating, teaching and training on public affairs, making significant contributions for the understanding of the changes that were taking place globally and their indubitable effects on Mexico and Latin America. And doing so, INAP was able to distinguish and decipher the challenges brought about by the new millennium for the State and its apparatus.

Ten years after the occurrence of the first majority turn over in Federal Government, and half-way in the democratization process

of Mexico, INAP can be appropriately regarded as a crucial actor in national administrative history. In many senses, the contributions made by this organization –that is rooted and is part of the Mexican Civil Society– comprise and constitute a historical set of performance evaluations of Governments and public policies.

Now, that a whole collection of perspectives and theories on performance evaluation is being adopted everywhere, INAP's tradition and trail fully match with such theories and offer proofs and concepts for an enriching debate and wider practical implementation. For this reason is that *Revista de Administración Pública* editorial board decided to dedicate this issue to the subject of "Evaluation in the Public Sector".

As it can be read in the papers that integrate this issue, Mexican Public Administration is nowadays affected by the convergence of several pressures that are forcing public institutions to be more transparent, more accountable and, moreover, to justify with results and positive impacts the use of scarce fiscal resources.

In the first paper, D. González and E. Hernández examine the Mexican System for Performance Evaluation (SED), implemented by Federal Government during the current administration of President Calderón. Their position towards SED is a critical one and they remark the need to introduce further reforms in public management systems in order to complete its full implementation and rule.

With a very similar perspective, but rooted in organizational theories, in the second paper G. Morales looks at the performance problems that affect both organizations and public officers and that limit the use of assessment tools. Her conclusions point at the need to increase the understanding of organizational dynamics before introducing new and more ambitious reforms.

The third paper, by B. López, focuses on a critical analysis of the 2009 OECD Study on Mexican Budgetary System. For this author, the central question on the recent evolution of Mexico's budgetary reforms is that it must rely on a full implementation of the paradigm of Management by Results (MbR) and not on fragmented or one-sector actions that are incapable to offer wide-government results. A superior commitment on the side of some federal institutions –not yet fully involved– is considered necessary.

The fourth paper is dedicated to what can be regarded as the emerging agenda for Transparency Policy in Mexico. The paper relies on the most contemporary bibliography and the author, F. Ruezga, reveals successes and failures on the recent implementation of this avant-garde policy arena.

To close the issue, the work by several university professors is presented to discuss the state-of-the-art on the use of Web 2.0 among State-level Government's Websites. The paper offers an interesting elucidation on how technology and transparency are in the very core of the contemporary relationships between governments and citizens.

I'm confident that the study of this collection of papers will be relevant and useful for those who share INAP's concern for an undeviating effort to understand our always changing administrative and political reality.

José R. Castelazo
President