

REVIEW ARTICLE ON THE FORMULATION, IMPLEMENTATION AND MONITORING OF PUBLIC POLICIES FROM THE ANALYSIS OF INFORMATION FOR DECISION-MAKING

REVISIÓN SOBRE LA FORMULACIÓN, IMPLEMENTACIÓN Y EVALUACIÓN DE LAS POLÍTICAS PÚBLICAS EN COLOMBIA

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Jahir A. Gutiérrez O.*

Viviana A. García M.**

Ingry C. Buitrago C.***

Alba L. Yepes G.****

Franklin A. Hincapié H.*****

* Doctoral candidate in Political and Legal Studies at the Universidad Pontificia Bolivariana of Medellín, Department of Antioquia in Colombia. Doctor of Public Administration, Atlantic International University, Honolulu, United States of America. Master in Development, Universidad Pontificia Bolivariana, Medellín. Industrial Economist, University of Medellín, Antioquia, Colombia. Associate Researcher, Ministry of Science and Technology of Colombia (Colciencias) ORCID: <https://orcid.org/0000-0001-8564-0397> jahiralexander.gutierrez@upb.edu.co

** Technician in Administrative Assistant of the Ibero-American Polytechnic, Territorial Public Administrator Higher School of Public Administration -Antioquia-Chocó. vivi-0790@hotmail.com

*** Territorial Public Administrator Superior School of Public Administration -Antioquia-Chocó. ktalina0831@gmail.com

**** Territorial Public Administrator Higher School of Public Administration - Antioquia - Chocó. Assistant Technician for Agro-ecotourism Tours, SENA - Oriente. albayepes@esap.edu.co

***** Territorial Public Administrator Superior School of Public Administration Antioquia - Chocó. franklin.alegre@gmail.com

Abstract

This work starts from the analysis of data such as quality of life indicators, used to measure the efficiency and effectiveness of public policies as an instrument in the framework of institutional action where negotiation with the different actors is considered. Therefore, to study them is to understand the State in action on social life. In addition to learning from them during their execution; by means of qualitative methods with emphasis on the observation of the information of documents, articles and reports, collected through computer platforms.

In the first place, the subject will be analyzed under the case study of public policies implemented by the governmental institutions of the countries of Russia, Sweden and Colombia, supported by the collection

of data for the analysis of information in decision-making; second, the multicriteria analysis focused on Colombia, applied from the hierarchy and trend of the criteria; based on five key criteria with their respective variables such as economic criteria evaluated from the unemployment rate; the technical criterion, from the competitiveness index; social criteria, from the quality of life index; institutional criteria, measured through the level of trust of citizens in the government; and the political criterion evaluated with the government's effectiveness index; third, the Delphi methodology carried out through the consultation of three experts in the management of Public Policies of the municipality of San Carlos, due to their professional profile and experience and with the game theory of the "prisoner's dilemma"; and finally, a baseline was proposed in the evaluation of public policies in the municipality of San Carlos, Antioquia.

Keywords: Public politics; analysis of data; quality of life; Government; human development.

Resumen

El presente trabajo parte del análisis de datos como, por ejemplo, los indicadores de calidad de vida usados para medir la eficiencia y efectividad de las políticas públicas como instrumento en el marco de actuación institucional donde se tiene en cuenta la negociación con los diferentes actores. Por lo tanto, estudiarlas es comprender al Estado en acción sobre la vida social. Además de aprender de ellos en el transcurso de su ejecución; por medio de

métodos cualitativos con hincapié en la observación de la información de documentos, artículos e informes, recopilada a través de plataformas informáticas.

Se analizará en primer lugar la temática bajo el estudio de caso de las políticas públicas implementadas por las instituciones gubernamentales de los países de Rusia, Suecia y Colombia, apoyado en la recolección de datos para el análisis de la información en la toma de decisiones; segundo, el análisis multicriterio enfocado en Colombia, aplicado desde la jerarquización y la tendencia de los criterios, basado en cinco criterios claves con sus respectivas variables tales como criterio económico evaluado desde la tasa de desempleo; el criterio técnico, desde el índice de competitividad; criterio social, desde el índice de calidad de vida; criterio institucional, medido a través del nivel de confianza de los ciudadanos en el gobierno; y el criterio político evaluado con el índice de efectividad del gobierno; tercero, la metodología Delphi, llevada a cabo a través de la consulta a tres expertos en el manejo a lo concerniente a las políticas públicas del municipio de San Carlos, por su perfil profesional y experiencia y con la teoría de juegos "dilema del prisionero"; y por último se planteó una línea basal en la evaluación de políticas públicas en el municipio de San Carlos, Antioquia.

Palabras Clave: políticas públicas; análisis de datos; calidad de vida; Gobierno; desarrollo humano.

Public entities in the world have seen the need to create new strategies to impact the society they lead and meet their needs in the search for decent conditions of life and development, both economic and social; just as ECLAC proposes in the comparative document *Local economic development and decentralization in Latin America: comparative analysis* (Aghón, Alburquerque, & Cortés, 2001), it is for this reason that public policies have been created as a forceful action with a view to the solution of society's problems by establishing specific objectives that allow society to interact with government entities in decision-making that gives them the opportunity to think about growth as a territory. Therefore, government action on public policies will be analyzed under the data collected, through the following themes: first, the case study, second, the multi-criteria analysis applied from the hierarchy and the trend of the criteria ; third, the Delphi methodology with its "prisoner's dilemma" game theory and finally a baseline was proposed.

In chapter one, the case study will be worked on under the guidance of the IDB, the questions: how efficient are these public policies? How does each country manage to impact its community with public policies? Is data analysis timely in decision making in the creation of these public policies? Analyzed from the observation of the quantitative method, responding to the unknowns that arise from thinking about how efficient and effective the practice of these government actions can be and if their development really manages to satisfy the proposed goals for which they were thought.

In chapter two , related to the multicriteria analysis of public policies in Colombia, an election was made to establish the hierarchy and the trend of criteria to evaluate their impact on the quality of life of Colombians, their influence on the progress and development of the country , the articulation of the actors and analyze whether the State in turn must seek all the necessary means to meet its objectives using both human and physical, financial and natural resources, including the various dimensions and acting from the different areas as necessary.

In chapter three, what is related to the Delphi methodology will be considered. This will be developed through consultation with three experts identified in the management of public policies for their performance in different sectors of the municipality of San Carlos, and their trajectory. in the social field, it will allow analyzing the most appropriate decision-making approach, to meet the objectives of a territory; In the same way, the "prisoner's dilemma" game theory will be used, in order to deepen the analysis of strategies for the formulation, implementation and monitoring of public policies.

Chapter four will consist of the development of a baseline for the evaluation of public policies in the municipality of San Carlos, Antioquia; with the approach of variables that expose the key and strategic points that are required for the evaluation of public policies and the methodology and tools that were taken into account for the survey of the goal guide indicators are presented, with specific data of the municipality.

Case study in the formulation, implementation and evaluation of public policies in Colombia

Public policies are the framework for institutional action where negotiation with the different actors is taken into account. Therefore, studying them is understanding the State in action, since they are an instrument that allows regulating social life. In addition to learning from them in the course of their execution; through qualitative methods with emphasis on the observation of information from; documents, magazine articles and reports, compiled through computer platforms such as: Scielo, Google Scholar, Google and other search engines.

Public entities in the world have seen the need to create new strategies to impact the society they lead and meet its needs in the search for decent conditions of life and development, both economic and social. That is why the public policies with a view to solving society's problems, establishing specific objectives that allow society to interact with government entities in decision-making that give them the opportunity to think about growth as a territory.

This is how Pérez puts it, stating that:

The greatest learnings in the Public Policies for the TED is that each local space, based on its own challenges, resources, pre-existing institutions, culture, actors, economic dynamics and decentralization process, must design its policies, with their respective strategies, programs, organizational-institutional form, monitoring and evaluation instruments and systems (Pérez, 2008, p. 11).

It is understood then that the objective of this document is to investigate, collect and classify information from the countries under

study such as Colombia, Russia and Sweden, taking into account the formulation, implementation and evaluation according to the regulations that govern each country. This will allow us to enjoy a clear idea of the management of said tool, taking into account its temporality, focus and the way it influences the economic, social, political and cultural development of nations from their territories and sectors, registering "as a planning process that defines a long-term vision that exceeds the periods of government administration, guiding the process of change in the face of relevant social realities" (Alcaldía Mayor de Bogotá, 2017, p. 5).

Likewise, the analysis of this topic will be approached from the scientific method of observation; through the selection of own data that will allow describing and explaining the various mechanisms and routes to which the formulation, implementation and monitoring of public policies give rise from the analysis of information for decision making throughout history in the different scenarios, areas and nations. After analyzing the effectiveness in the execution of public policies in different States, it is demonstrated that good public management allows a country to have greater growth and development.

Purpose of the case study

Being public policies an efficient and effective method that allows guiding the management of a government for the fulfillment of economic and social objectives and goals in the communities, it is intended to investigate, study and analyze the roadmap in relation to the formulation, implementation and

monitoring of public policies in the countries under study, so that shortcomings and successes can be identified through the comparative method where the strategies of other countries are observed, taking into account the normogram that governs them to establish the most appropriate plan. effective way of impacting society through an adequate analysis of the information that leads to making assertive decisions.

Reflection questions

How efficient are these public policies? How does each country manage to impact its community with public policies? Is data analysis timely in decision making in the creation of these public policies? They are unknowns that arise from thinking about how efficient and effective the practice of these government actions can be and if their development really manages to satisfy the proposed goals for which they were conceived.

Analysis unit

The formulation, implementation and monitoring of public policies implemented by the government institutions of the countries of Russia, Sweden and Colombia, supported by data collection for the analysis of information in decision making.

Information collection methods and instruments

Use of qualitative methods with emphasis on the observation of information from documents, journal articles and reports, collected

through computer platforms such as Scielo, Google Scholar, Google, in order to carry out a comparative study between the countries of the unit of analysis, which allows guiding and clarifying the different mechanisms used by state institutions to supply or satisfy the needs of society.

Methods and data analysis

The observation methodology is used in this research. In the words of Campos, Covarrubias and Lule (2012):

It is the most systematized and logical way for the visual and verifiable record of what is intended to be known; that is to say, it is to capture in the most objective way possible, what happens in the real world, either to describe it, analyze it or explain it from a scientific perspective; unlike what happens in the empirical world, in which the common man uses the data or information observed in a practical way to solve problems or satisfy his needs (p. 3).

For this reason, focusing on the most relevant information found on countries such as Russia, Sweden and Colombia regarding the formulation, implementation and monitoring of public policies, thinking properly about how observation allows us to go from the general or known, to the particular or the unknown and visualize the differences of each actor in their way of developing said actions (Rosental & Ludin, 1946).

Case narrative

Nations, day after day, face and face different challenges when designing public policies that achieve a positive impact on communities, but at the same time that they

can build a lasting mechanism for social empowerment. It is imperative to start from an action-oriented planning to achieve priority objectives, the result of a process of intersectoral agreement and co-creation, in which the administration, citizens, civil society, unions, academia, among others, participate; This is how Graglia (2017) proposes it. "Planning is necessary, but only its implementation is sufficient for public policies to meet their aims, objectives and goals in terms of social satisfaction and citizen acceptance" (p. 30). . Each and every one of the efforts in the making of public policies must be supported and integrated "by other institutional, organizational, regulatory, economic and financial, information technology, educational and participation instruments" (Alcaldía Mayor de Bogotá, 2017, p. 4) regardless of the geographical location in which they are going to be implemented.

Likewise, the case of Russia, the largest country in the world, is analyzed, which was forced to overcome the social crisis in which it was involved by facing the two models: the repressive political one and the socio-economic stimulus giving rise to the Soviet social state, which is repowered on new bases. This situation forces its leader to gain the trust of the chamber in order to create the policies that make it classify today as a developed country where the most powerful economic elites are less and less reluctant to contribute to society and its development by introducing greater rationalization in the privatization of state properties allowing to implement some changes in the reorganization of natural monopolies; These policies have also contributed to the consolidation of the

country's economic growth foundations and the creation of a new institutional framework with a focus on progress, as is currently reflected after being part of the select group of countries that have developed effective vaccines to counteract the pandemic that has the planet, its economy and even more the well-being of people in check; For that matter, it is worth mentioning Ochkina's article *The Social State in Russia* in which she proposes that:

The priority of the new social State must consist, above all, in satisfying social needs, in orienting itself to the improvement of the spheres that satisfy collective needs: public transport, energy, ecology, culture, education, public health , The science; in guaranteeing the maintenance and reproduction of people's own socioeconomic and cultural habitat (Ochkina, 2014, p. 8).

On the other hand, the situation of Sweden, a Scandinavian country that is part of the largest countries in Europe, with an enriching history and culture, will also be analyzed. In the seventies, the rethinking of the welfare state began and with it a reform considering the rights of citizens as something individual and non-interchangeable as the central axis:

Incorporating gender equality through the equalization of the participation of men and women in the private, professional and family spheres and based on this, a model of society was defined based on three criteria: the economic independence of women, neutrality gender of policies, general and specific and the active involvement of men in the process of female emancipation (Castro, 2008, par. 7).

In the last two decades, it recovered from the economic crisis it was going through and

is currently part of the countries with a high level of quality of life achieved with government actions focused on generating adequate conditions for the development of its society, such as: achieving high employment rate, better data on life expectancy, less impact of maternity/paternity on employment and intervention in gender equity, the latter although not very well developed, since the sexual division of labor and gender bias is still evident. that public policies should correct but that is not yet a complete achievement. In this regard, it is convenient to say what Castro alludes to: "Public policies should serve to correct these biases. It is from this premise that I consider the importance of their role for the equitable redistribution of resources and progress towards effective equality" (2008, p. 4).

As for Colombia, being a social State of law, it must strive for the effective enjoyment of constitutional rights that depend on progressive development through actions planned and executed by the State, in order to improve the living conditions of the population, emphasizing the most vulnerable groups that have been excluded from the benefits of development. To this end, various approaches have been adopted to ensure that state interventions reach the correct recipients, sectorizing the population and prioritizing needs, taking into account the actors that are linked and the resources available; In this sense, Bermúdez and Morales point out that:

This is currently equivalent to perfecting the norms, to socializing spaces, to converting the principle of equality into a crucial and substantive daily empirical practical reference, when it comes to public policies, when it comes to dictating political measures or government decisions related to public services that are necessary for man in society (2012, p. 57).

In order to positively impact a specific group with the implementation of public policies, they are divided into approaches such as: human rights, gender equity, population, territorial, differential and environmental, where "the different perspectives complement and integrate to enable more complete actions and analyzes of social situations. These views are articulated together without there being a hierarchy or opposition between them" (Alcaldía Mayor de Bogotá, 2019, p. 32).

Analysis of the information

According to your index for a better life, the GDP in Russia is \$1.67 Trillion USD, plus:

The average adjusted net disposable household income per capita in Russia is lower than the OECD average of USD 33,604 per year. In terms of employment, about 70% of people aged 15 to 64 in the Russian Federation are in paid employment (OECD Better Life Index, n.d., para. 2).

And only 0.1% of employees work very long hours; "the percentage of the labor force that has been unemployed for a year or more is currently less than 1.8%" (para. 14); Similarly, families spend approximately 18% of their gross disposable income for their housing; on health issues, on the other hand, "43% of the inhabitants of the Russian Federation answered that it was good" (para. 17), but the information is acquired from a survey and the responses depend on gender, age and social status; when it comes to education, "94% of adults between the ages of 25 and 64 have completed upper secondary education" (para. 20). Countries like Russia, despite their high rate of economic develop-

ment, show that there is a lack join efforts in the satisfaction of basic needs, which end up reducing social inequalities.

In the same way, in Sweden, the GDP is \$530,883,869,005 USD; and the average adjusted net disposable family income per capita is 31,287 USD per year (OECD Better Life Index, nd, para. 3), in terms of employment, the 77% of people aged fifteen to sixty-four in Sweden are in paid employment and only 1% of workers work very long hours, spending only “19% of their adjusted gross income on maintaining their housing , in this country the percentage of the labor force that has been unemployed for a year or more is currently 1.1%; When talking about education, 83% of adults between the ages of twenty-five and sixty-four have completed high school” (para. 7). In turn, in Sweden it is possible to analyze that despite the economic development and high quality of life index there are still many open gaps in which the State must focus its efforts and seek full equality of rights for its citizens, but above all the equity that is necessary between genders so that progress is not only economic but also social.

In Colombia, the GDP is represented in 264.93 USD for the year 2020, the average adjusted net disposable family income per capita is “\$5,207 UDS (Knoema, s.f.); now, when talking about employment, we have that 67% of people between fifteen and sixty-four years of age in Colombia have a paid job where 27% of employees have very long working hours, which shows that the median net household income is much lower than the OECD average of USD 33,604. In education, it is found that 54% of adults between the ages of twenty-five and sixty-four

have completed upper secondary education. (OECD Better Life Index, sf c). In Colombia it is possible to determine that the needs and expectations of the population exceed the capacity of the State to comply, which does not guarantee the full satisfaction of the needs of the country, nor the growth that it hopes to obtain in its vision of international development and decrease of the inequity gaps found in all sectors.

When asking: How efficient are these public policies? And when analyzing the data, an answer to the first question is obtained, the difference in needs being evident when comparing the countries, as public policies have been well used in some sectors to meet their objective, but it also shows that more commitment is needed in other sectors and in countries like Colombia, in order to reduce the inequity gaps that increase when compared to countries like Russia and Sweden. The second question: How does each country impact its community with public policies? It can be resolved by understanding that rates are so high that they meet the expectations of the basic needs of the population, demonstrating that they are efficient and effective in having these positive results. The third question: Is data analysis timely in decision-making in the creation of these public policies? It shows that it is the best way to know what has been accomplished and what needs to be strengthened, in order to reach a successful conclusion with the established policies and their process.

Multicriteria analysis applied in the formulation, implementation and evaluation of public policies in Colombia

The approach of the State to the citizens at present requires assertive interventions focused on an endogenous development of the territories. That is why, in order to have a clearer idea of the effectiveness of public policies in the Colombian State reflected in the development of its territory and the quality of life of its inhabitants, it is necessary to analyze said intervention focused on five key criteria with their respective variables such as economic criteria evaluated from the unemployment rate; the technical criterion, from the competitiveness index; social criteria, from the quality of life index; institutional criteria, measured through the level of trust of citizens in the government; and the political criterion evaluated with the government effectiveness index. In order to have more impartial information and to allow progress or setbacks to be observed, two years of different governments are taken into account in such a way that the information taken corresponds to the last two years of former President Juan Manuel Santos and the first two of the period of government of the current President of the Republic Iván Duque Márquez; concluding that all variables are interrelated and play an important role in decision making for the formulation, implementation, monitoring and evaluation of public policies.

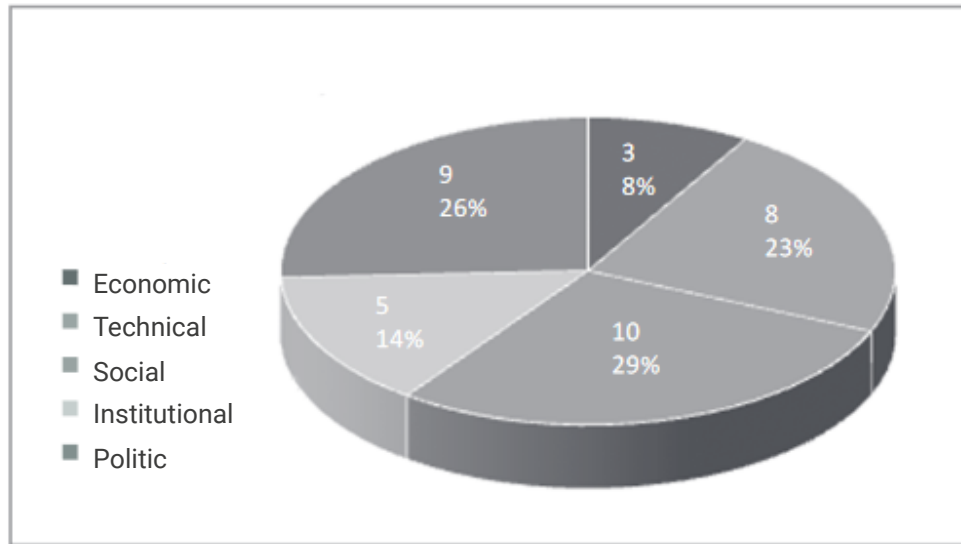
Since its implementation, public policies in Colombia have played an important role in the development of the territories with

the accompaniment of the State, which, for the specific case of Colombia, indicates the guidelines to follow and take into account for implementation through the public function, thereby creating consistency and articulation in development plans at the national, departmental and municipal levels. It should be noted that for a Public Policy to be successful, the articulation of various factors and actors capable of identifying the needs of the communities taking into account the geographical location, the opportunities, the risks and the resources available for it, in such a way that the first to intervene are the priorities detected and feasible after carrying out the cost-benefit study that guarantees that the desired impact will be to achieve satisfactorily.

Given the above, in order to carry out the multi-criteria analysis of public policies in Colombia, a choice and ranking of criteria was made that would allow evaluating their impact on the quality of life of Colombians and their influence on the progress and development of the country. Being aware that for an effective execution of public policies, all possible actors must be articulated, and that the State in turn must seek all the necessary means to do so, as well as human, physical, financial and natural resources, including the various dimensions and acting from the different spheres as necessary.

Multi-criteria analysis process

Illustration 1: Hierarchy of criteria.



Source: Own elaboration (2020).

In the hierarchy, five criteria were established that were compared with each other to determine what weight each one had compared to the other, taking into account the assessment of each of the members of the study team. When analyzing the graph, the following can be evidenced : the economic criterion has a weight of three, leaving it in a range of 8% below the other criteria, the technical one obtained a weight of eight, giving it a rank of 23% on the graph, the social one received a weight of ten,

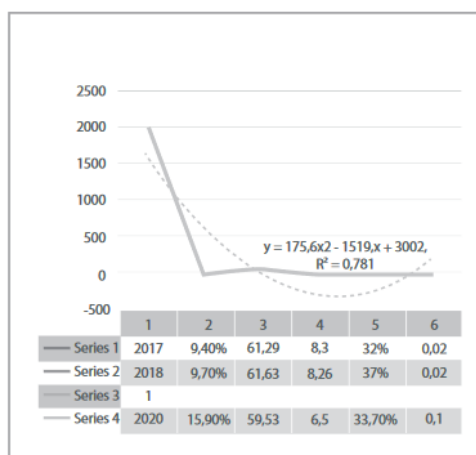
placing it in 29% of the total weight of the hierarchy giving greater importance to the quality of life index compared to the other criteria, the institutional one with a weight of five equivalent to 14% according to the parameters; Finally, the politician obtained a weight of nine with 26% of the value in the graph; It is evident that the technical, social and political criteria must be more highly valued when it comes to being considered in decision-making.

Criteria Trend

In the trend of variables; For the data analysis, the last two years of the presidential term of Juan Manuel Santos and the first two years of the government of President Iván Duque Márquez (2019-2020) are taken into account, where five criteria are established and each of them has a variable, as follows: the economic one with its variable in the unemployment rate; the technician with the competitiveness index; in the social with

the quality of life index; in the institutional with the level of trust and in the political with the index of effectiveness; Once the trend line is graphed and analyzed, it can be determined that there is a high relationship between the variables, so with the data, the program adjusts them to two and expresses one in the equation and the coefficient of determination as follows: $y = 175,64x^2 - 1519,5x + 3002,3$ $R^2 = 0,7814$ in such a way that to explain the phenomenon of public policies it can be done from the different

Illustration 2: Criteria Trend.



Source: Own elaboration(2020).

criteria and variables in which the impact of the same is reflected through the study of the conditions of the populations.

Delphi methodology in the formulation, implementation and evaluation of public policies in Colombia.

Within the study of the formulation, implementation and monitoring of public policies, analyze how they should be approached to make the decisions that are considered

most appropriate, efficient and effective in meeting the objectives, goals and desired and scheduled impacts. validity and veracity of said analysis, part of the strategy of consulting with management experts regarding public policies. For this, three people were identified, who, due to their performance in the municipality, their trajectory in the social field, professional profile and experience were considered suitable for the application of said strategy; Each of them was asked a previously selected question to take into ac-

count their position on the issue of public policies and the role of the State in them.

The first question was asked to a professional in the legal area and former mayor of a municipality in Antioquia: Do you consider that the design and formulation of public policies should be done through an adequate analysis of the information? Why? to which he replied:

The diagnoses (information) are vital in the elaboration of public policies, it is recommended that the information always come from the community development plans to the institutional framework, understanding that the felt needs of the community are in the development plans. Public policies are generated when a large majority of population groups have the same needs, but also, when we observe that environmental, material and economic resources are a great wealth, enough to convert them into public policies that sustain the region's economy. So the statistics, diagnoses and all kinds of information are the solid foundation on which the launch of policies is based. Relating public policies with a pyramid because the diagnoses to launch a Public Policy must be very firm, because they will be the basis of a social constitution; the accuracy of the diagnoses serves as the basis for the social constructions that imminently lead us to development (Posada, 2020, p. 3).

The second identified expert is in the profile of environmental engineer, social leader belonging to groups and political party, characterized by his management capacity in favor of the communities; For the purposes of the applied strategy, the following question is asked: What are the most effective instruments or means to achieve an assertive impact on a community through public policies? To this he replies:

To build a public policy it is key that people are part of its construction. With this we guarantee that at the time of implementation,

programs, projects and activities can be built that will impact the communities. Arguing that it is related to a triangular figure since "people and communities feel included and not used. Collective and not private purposes" (Santillana, 2020, p. 2).

For his part, the third expert is characterized by being a leader of communities and an active participant in different political and social spaces; The following situation arises for him: Governments, in their need to satisfy society's problems, have created public policies as a strategy. Do you consider that this State action is efficient? To which he considers that:

Public policies have been efficient in the course of our society since, thanks to them, the State, as an element that unites us, identifies the most felt needs in each focal or social group, this being a very important input to direct investments and help groups that have generally been less favored and, in some cases, discriminated against, based on elements such as diagnoses that identify specific needs". For this reason, he relates it to the pentagon "because it begins and ends in the same part, the diagnosis" (Molina, 2020, p. 2).

After obtaining and analyzing the answers given by the experts identified in the municipality of San Carlos, their answers are very similar in terms of the work of the State and the way in which the population and the programs to be developed should be determined and focused. in order to achieve a positive and effective impact in the territories. In addition, it is evident that the perception that each of them has goes hand in hand with what is established in the case study and the various analysis methodologies.

Prisoner's dilemma game theory

In order to delve into the analysis of strategies for the formulation, implementation and monitoring of public policies, we will do so considering game theory, emphasizing the prisoner's dilemma. To start the game, we start from the analysis that we find when relating the actions of the different political parties, political movements and different candidates who compete for power. It is here where the political dispute begins to become involved in a conflict, making promises, acquiring commitments without weighing the reality of the finances of the different administrative entities with the sole objective of capturing the majority of the electoral roll. Next, it is related how the political party and its respective candidates come to power, passing from the campaign phase to the governing phase. In the same way, they begin to carry out the different movements until the last day of their mandate, trying to comply with the different commitments acquired in the campaign period.

Considering the above, it can be said that: depending on the finances of the administrative entities and the will of each president on duty to carry out the different activities that lead to the development of their region, great achievements can be obtained or, on the contrary, a great decline in its population and territory. The strategy of any president is fundamental, since it is the tool that allows him to carry out the different alliances and actions to comply with what he has

projected in his government program, it is there where the policies begin to be implemented. that the different administrations carry out in consensus with the community, collecting their needs and concerns, in order to provide solutions to the greatest number of problems that exist in their population. Likewise, they organize the respective coalitions and the different alliances with the other public administrative entities and private sector companies.

In accordance with what was mentioned above, we will also find the profit that in this case would be the satisfaction of the needs of a community, economic growth, the closing of gaps and the opening of opportunities with social inclusion, which is the ideal set of what each ruler wishes to obtain. in his mandate, in addition, it is necessary to bear in mind that the profit of a mayor, governor or president should only be social profit.

In order to have a clearer idea of what was discussed above, the situation given in a territory in which its ruler decides to consider the communities, their collective needs and priorities to develop public policies in their territory is presented. Likewise, the case of a territory in which its president does not consider its population for decision-making, implementing public policies of little impact or benefit for a few of his coalition.

Table 1: Matrix implementation of public policies.

	Territory 1: implements public policies in consensus with the community.	Territory 1: establishes public policies without taking into account the community.
Territory 2: implements public policies in consensus with the community.	Both territories counteract the endogenous difficulties of their region and promote development and quality of life.	Territory 1 does not generate the necessary conditions for development, while Territory 2 generates progress and quality of life.
Territory 2: establishes public policies without taking into account the community.	Territory 1 generates progress and quality of life, while Territory 2 does not generate the necessary conditions for development.	Both territories present governance and social problems as public policies are not developed according to their needs.

Source: Own elaboration (2020).

Given the previous table, it can be established that, as has been stated throughout the case study and the different analyzes carried out, in addition to taking into account the opinion of experts involved in public policy strategies from a close view of territory, that their success is reflected in the development of the regions, the quality of life of the inhabitants and the conditions that the people of a specific population group have, but the quality of the ruler that you have and your willingness to manage and execute projects in coordination with your fellow citizens, making them participants in the decisions and clearly knowing the needs they express.

Baseline for the evaluation of public policies in the municipality of San Carlos, Antioquia

Public policies are the framework for institutional action where negotiation with the different actors is considered. Therefore, to

study them is to understand the State in action, since it is an instrument that allows it to regulate social life, in addition to learning from them during their execution. The purpose of the baseline is to collect information that provides us with solid tools for the approach of indicators that lead to an assertive analysis of the factors that influence the formulation, implementation and monitoring of public policies.

This chapter presents the variables that expose the key and strategic points that are required for the evaluation of public policies in the municipality of San Carlos, considering the indicators. In this baseline, the methodology and tools that were considered are presented. for the survey of the indicators, with specific data of the municipality.

Program

Table 2: Presentation of the program.

Program	Evaluation of public policies in the municipality of San Carlos.
Program Timeline	Initial phase: first cycle.
Process type	Baseline of the program.
Purpose of the LB	Obtain the quantitative data that serve as a starting point on the indicators that will allow the analysis of the scope of public policies in the municipality of San Carlos.
Methodology	<p>A combination of quantitative and qualitative methods will be used to collect the information on the Baseline BL, in such a way that it adapts to the objectives of the analysis.</p> <p>The quantitative method will be applied to those indicators that due to their nature and unit of analysis are likely to be quantified and the qualitative method will be applied to those variables and indicators that require it to obtain the data that strengthen the information subject to data analysis. quantitative (World Vision, 2014, p. 35).</p>
Application area of the program	Municipio de San Carlos.
Start and end date	From march to april, 2021.
socialization date	April, 14 of 2021.

Source: Own elaboration (2020).

Program description

General context:

The municipality of San Carlos, founded in the year 1786 by Don Francisco Lorenzo de Rivera, erected as a Municipality in the year 1830, discovered by Captain Núñez Pedroso, erected as a Parish in 1787, located in the East of the department of Antioquia with an extension of 702 Km²; an extension in the urban area of 2.3 Km², located at 6° 11' 07" North latitude and 74° 59' 35" West longitude, with an altitude in the municipal capital of 1,000 meters above sea level, temperature of 23°C (Alcaldía Municipal San Carlos Antioquia, 2019, par. 1), in the rural area it has eighty one villages, "3 villages: Jordán, Samaná and Puerto Garza and 3 populated centers, Choco, Dos Quebradas and Juanes" (Cabrera & Pachón, 2017, para. twenty).

San Carlos:

It borders the municipalities of San Rafael, San Roque, Caracolí, Puerto Nare, San Luis, Granada and Guatapé. The municipal seat has the following access roads from the city of Medellín: Medellín - Guarne - Marinilla - El Peñol - Guatapé - San Rafael- San Carlos that are part of the eastern ring road, with a route 16 of 149 km. Another access road is Medellín - Guarne - Marinilla - Santuario - Granada - San Carlos, with a route of 119 km and paved from Medellín to Granada and a part of the section between Granada-San Carlos (Alcaldía Municipal San Carlos Antioquia, 2019, paragraph. 2).

Background

In the municipality of San Carlos, planning "has been an integral process that articulates different sociocultural, economic, environmental, political and institutional public policies to achieve a sustainable, competitive, equitable and governable territory" (Alcaldía Municipal San Carlos Antioquia,

2012, p. 30). This means that the social investment strategy is guaranteed with “the compliance, implementation and monitoring of existing municipal public policies and the formulation of new policies with a differential approach and recognition of rights, where the active participation of the community” (Alcaldía Municipal San Carlos Antioquia, 2019, p. 36); That is why the municipality of San Carlos is committed to territorial development through state action of public policies aimed at specifying actions for the full guarantee of the rights of the population.

Now then, as far as the referents of public policies, there are development plans, programs and projects that, in addition to consolidating the characteristics of the population, contribute to achieve equality and consequently allow the enjoyment of quality of life of the inhabitants of the territory with a differential approach that allows the prioritization of the vulnerable population (Alcaldía Municipal San Carlos Antioquia, 2020).

Program goal

Identify the scope of the various factors that influence the formulation, implementation and monitoring of public policies in the municipality of San Carlos through the evaluation of the different variables that will be implemented in the measurement of indicators.

Goals by variable

Variable: population / citizen participation (voters)

Of a potential electoral census in the municipality of San Carlos Antioquia equivalent to 14,138 people, 9,280 exercised their right to vote as citizen participation in the last elections, therefore, it is intended to increase the % of voters. $(9280/14138) * 100 = 65.63\%$.

Table 3: Base line voters.

Base line	Goal and results	Indicator
65,63%	Goal: 11,310 voters in the municipality of San Carlos.	Increase the % of voters in the municipality of San Carlos.
Result: 80% of the population uses the vote as a mechanism for citizen participation. (Law 134 of 1994) Law 1757 of 2015.		

Source: Own elaboration (2020).

Variable: territorial / Territorial Planning Scheme (EOT validity)

The land use planning scheme that currently governs the municipality of San Carlos was approved through agreement 003 of

2000. Considering that National Decree Law 1232 of 2020 establishes that the validity of the EOT is twelve years equivalent to three constitutional periods, it is determined that the municipal EOT has nine years of expiration, that is, an EOT without elaboration.

Table 4: Base line EOT.

Base line	Goal and results	Indicator
-1	Goal:1	EOT Update.
Result: Updated territorial ordering scheme.		

Source: Own elaboration (2020).

Variable: Administrative / cadastral update

Observe the annual budgeted income contrasting them with the territorial extension that the San Carlos municipality has. It has a territorial extension of 702km². According to the agreement of 09 of 2019,

for the fiscal validity of 2020, it was budgeted to receive the sum of \$ for unified property tax. $561'000.000.702 \times 1000 = 702000$; $561000000 / 702000 = 799$, which shows a devaluation of the square meter of land in the territory, which negatively influences municipal finances.

Table 5: Baseline cadastral update.

Base line	Goal and results	Indicator
2.3 km ²	Goal:69.7 km ²	Cadastral updating in rural areas.
Result: Higher income in the unified property tax. Result: Updated municipal cadastral database for greater liquidity.		

Source: Own elaboration (2020).

Variable: Decision-making / mayor – council

Agreement projects presented by the executive to the Municipal Council and Projects approved by the Municipal Council.

Table 6: Governance baseline.

Base line	Goal and results	Indicator
19	Goal: 26	Increased governance.
Result: Articulated governance.		

Source: Own elaboration (2020).

Objectives

General

Obtain clear and assertive information through the development of indicators that allow the analysis of influencing factors in the formulation, implementation and monitoring of public policies in the municipality of San Carlos for their comprehensive evaluation and coordination with the various actors.

Specifics:

The purpose of carrying out the baseline is to compare with precise information that allows us to know about:

- A. The local population that makes use of the programmatic popular vote as a mechanism for effective citizen participation to infer decision-making in the territory.

- B. The level of compliance with land use planning, in accordance with current law and its influence on the development of the territory.
- C. The administrative scope measured through the management of own resources in the municipality, with updated databases that allow it to make an optimal collection.
- D. The level of articulation between the executive and the Municipal Council for decision-making is evident in governance.

Baseline Purpose

Measure the indicators established through the different variables raised, trying to know the starting point of each of them in relation to their connection with the development process of public policies and therefore of the territory.

Target population

The target population is defined as the beneficiary population of the results obtained with the development of the strategies and the scope of the goals and proposed results; In the case of public policies, the target population is the 15,974 inhabitants of the municipality, given that the correct execution of public policies directly influences the conditions of all the inhabitants of the territory.

Analysis units

Population variable

The unit of analysis for the population variable, observed through citizen participation and raised through the indicator of increase % of voters in the municipality of San Carlos, was taken by the percentage of voters referring to the potential electoral census. Citizen participation in decision-making in public life, it is of great importance, since it allows government entities to closely understand the needs of the population, giving them sufficient tools to create strategies that allow them to satisfy them. Therefore, it is of vital importance that the population is aware of these mechanisms and makes efficient use of them, since in their hands lies the power over the formation and control of political power. Consequently, the legislator oversees promoting suffrage in its territory with guarantees of legitimacy and legality in this act, with the promotion in the local media about the use of this right constitutional, in order to achieve that a greater number of inhabitants attend the convened elections.

Territorial variable

The unit of analysis for the case of the territorial variable is the Territorial Planning Scheme, considering that it delineates and delimits a determined territory, turning it into the navigation chart for its proper administration. After having carried out the respective analysis of the EOT, it can be evidenced that there is an enormous delay in what concerns the territorial ordering of the municipality of San Carlos; taking into account that the EOT is the navigation chart of the territorial entity and in turn allows it to project and execute the different projects in its jurisdiction, likewise it is not on par with all current regulations and therefore can incur large penalties and patrimonial detriment. That is why it is recommended to update the EOT as soon as possible, so that they can be properly projected and expanded without fear of sanctions, both in the public and private spheres.

Administrative Variable

The unit of analysis for the administrative variable is analyzed considering the cadastral update in contrast to the territorial extension, since this is reflected in the income received and consequently in a determining factor for investment. The municipal cadaster is an inventory of movable property belonging to the State and to individuals where a perfect physical, legal and economic identification of them is established; As a real estate tax, it is a liquid base that allows the municipal entity to carry out the execution of public works projects that benefit the en-

tire community; Sufficient reason to update this inventory to obtain the income flow that allows compliance with the programs and projects established within the Development Plan.

Variable decision making

The unit of analysis established for the decision-making variable is the projects presented to the Municipal Council as a political control entity directly related to the decision-making concerning the territorial entity, given that, in this way, the level of existing governance in the municipality. The analysis of this variable starts from the governance articulated between the ruler and his councilors, decision-making for the territorial entities tend to be more efficient to the extent that there is a balance for the two parties, that is to say, the mayor, who is the one who directs the municipal administration and represents the municipality, which proposes the alternative solution, and the municipal council, in charge of representing the interests of the citizens, becomes a key element for the success of the government and its public management. . Having exposed the above, we can say that both figures are essentially important for decision-making and the good development of a territory. In the municipality of San Carlos, there is an articulation of both parties since most of the projects that have been presented are approved by the municipal council and the missing ones have been postponed for some reasons such as: being illegal or unconstitutional, being inconvenient or not having enough argument to be approved

as draft agreements but not completely rejected, reflecting an assertive situation of governance.

Methodological note

The methodology used in the present study is based on the combination of the quantitative and qualitative method, in such a way that they adapt to the analysis of the proposed objective. The study is based on the evaluation of public policies in the municipality of San Carlos, Antioquia, considering four variables: population, territory, administrative entity and, finally, decision-making. The quantitative method will be applied to "those indicators that due to their nature and unit of analysis are likely to be quantified" (World Vision, 2014, p. 3) and the qualitative method will be "applicable to those variables and indicators that require it to achieve the data that strengthen the information subject to analysis of quantitative data" (World Vision, 2014, p. 3).

To carry out the study, use is made of the existing results, that is, specific data of the municipality that will serve as support for the information of the baseline and with it the analysis of the respective indicators, the methodology to collect the qualitative data was through of the variable "decision-making", which is analyzed from the concept of governance that emphasizes the "balance in the exercise of political power derived from the solution of social demands and the government's ability to meet these effectively and legitimate" (Herrera, 2020, p. 2).

Lessons and recommendations

Efforts made by public entities to train, instruct or enlighten local governments should be prolonged in pursuit of training officials in the formulation of public policies that have clear and feasible objectives in a manner proportional to the organizational capacity of each institution; that allow, within said policies, to have adequate economic and social support. Likewise, it is necessary to consider the financial capacity and the duty to promote good practices and creativity in the art of governing. Likewise, it is essential to train in the analysis of information so that the best decisions that have a positive impact on society are made. as the first recipient of the development of the common good from public policies with social satisfaction and citizen approval. A type of public policy is needed for development in democracy that tend to the integral development of each country and locality. It is important to keep in mind that comprehensive development requires policies that activate what is planned, that enact good leadership aimed at transparency and productivity, but also considering continuing with what is good based on the results despite the author.

Conclusion

From the foregoing, it follows that “public policies are the set of planned and executed actions, adopted by the State in consultation with civil society, aimed at improving the living conditions of the population, with emphasis on the most vulnerable excluded groups. of the benefits of

development” (Legal Affairs, 2012, para. 1). Said public policies have become the best tools and mechanisms that allow ordinary citizens to approach the high leaders of the State, in the same way articulate for the decision making.

Likewise, the implementation of any public policy faces challenges and difficulties and, taking into account that the vast majority depends on political will, this would be the most common and repetitive, given that, due to the fact that the periods of government are After four years, the speed of the processes is lost, because each ruler in office is only interested in carrying out the projects and purposes of his government program and, very little or nothing is interested in promoting the actions of the outgoing government, becoming a factor that interrupts the processes where citizens are the most affected by waiting for the fulfillment of commitments and unattended needs.

Observation as a methodology has allowed us to see how countries like Russia, pioneers in economic and social development, have had to establish strong institutional relationships in order to structure solid foundations in the consolidation of public policies that today have them afloat and as an example in the world in terms of governance and governance, as well as excellent generators of conditions that allow their citizens to achieve a good standard of living and human development.

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