

ISCTE **IUL**
Instituto Universitário de Lisboa

Escola de Sociologia e políticas públicas.

**Models of Public Management: Is there a new model of public management
in Colombia?**

**Dissertação submetida como requisito parcial para obtenção do grau de mestre em administração
pública**

Efraín Alberto Hinojosa Sánchez

**Orientador José Fernandes Farinha Tavares
Professor auxiliar convidado ISCTE-IUL**

Master's in Public Administration

September 2018

Abstract.

Society has always been a factor that determines the way how public management evolves and adjust. We can appreciate this in history, checking how public management has had an evolution to be able to respond to the moments the society is facing. In stages of public management such as pre-bureaucratic, bureaucratic and post bureaucratic we can easily analyze how public management adjust itself to the moment the society was living, in order to embrace their needs and find efficient solutions to their problems. The last government of Colombia, expressed in his acceptance and possession speech, that they were bringing a new public management to the country one that would finally adjust to society needs called "Good Government". And here is when this document comes to life, it will try to identify if the "new" public management model establish by Colombia's last government is a new and fresh idea or just a gathering of other existent models in the world. Different factor will be analyzed to get the needed information to differentiate and determine the most important aspects of each model. For this we will take as a basis both of governments acceptance speech, for its two periods 2010-2014 and 2014-2018 and a comparison between all models will be done.

Resumo.

A sociedade tem sido sempre um fator determinante na forma como a gestão publica evolui. Isto pode ser apreciado na história, ao ver como a gestão publica tem tido uma evolução para conseguir responder e dar uma solução às necessidades que a sociedade apresente. Nas fases da gestão publica tais como a pre-burocrática, burocrática e a post-burocrática é possível analisar como a gestão publica sempre se tem ajustado ela própria ao momento que a sociedade está a viver, para assim conseguir atingir e solucionar as suas necessidades e encontrar soluções eficientes para os seus problemas. O último governo Colombiano, no seu discurso de aceitação e posse, comprometeu-se a trazer consigo um novo modelo de gestão publica ao país, um modelo que finalmente ia ajustar-se às necessidades reais da sociedade colombiana, chamado "Bom Governo". É aqui que este trabalho nasce, tentaremos identificar este "novo" modelo de gestão publica que foi trazido à Colômbia pelo último governo, para assim determinar se na realidade é uma ideia inovadora ou se só termina por ser uma escolha de partes de outros modelos já estabelecidos. Vários fatores vão ser tomados em conta para poder obter a informação necessária e assim conseguir diferenciar os diferentes modelos e determinar os seus aspetos mais importantes. Para isto, se terá como base os dois discursos de aceitação do governo para os seus dois períodos 2010-2014 e 2014-2018.

Index

Introduction.....	4
General Objective:	6
Specific Objectives:	6
Chapter I – Theoretical Framework	7
Reconciliation of the public management models	7
Bureaucratic Model.	7
The New Public Management	10
Governance.....	12
The New Public Service.....	14
Management for results.	16
Deliberative Public Management.	18
Public Value.....	19
Chapter II: Analysis of the 2010-2018 acceptance and government proposal speech.....	22
Approximation to speech analysis as a method.	22
Tools for speech analysis.	23
Good Government.....	29
Accountability	29
Efficient use of resources.....	29
Participation.....	29
Anti-corruption fight	29
Vocation of public service	29
Chapter III – Analysis of variables.....	29
Good Government.	30
Public management models.	31
Variable analysis.	32
Conclusions.....	33
Bibliography.....	35
Annex.....	37

Models of Public Management: Is there a new model of public management in Colombia?

Introduction.

Within the scope of governance, public management has developed a significant role due to its evolution during time and its composition in different models. Because of this, it offers numerous tools that allow governments to legitimize their decision making.

Since the development of states, we've been able to witness through time reforms that prove we're in an ever-changing world, where we must adapt. It is through society's need of development that public management acquires new ways to create and construct a state based on the principles of governance.

Latin America has always been defined by its ability to use other country's reform models and adapt it as their own, this without having in mind the differences these countries have and where the reforms will be applied. It is of great importance to understand the different variables at the time of decision making and reform construction, in order for them to be adequate and ease public management.

From this perspective, we can observe numerous management models that have been used as a foundation for the search for success, looking at these for efficiency. The republic of Columbia is a clear example of the before said; parting from the interest in understanding the fundamentals in which their public management lies, a deep research will take place revolving around the proposal of their latest government and their infamous public management model implemented in the country: The Good Government.

The evaluation of the foundation of public management, has been evolving throughout time. We can appreciate this in theory where concepts have begun to integrate in different ways, tools and various factors that allow a differentiation and categorization of the numerous models placed in practice in different countries.

It is not possible to speak of models of public management without starting by that one laid out by Max Weber in 1997. He brings forth a Bureaucratic State that paved way to the New Public Management due to his governance crisis and his inability to meet citizen demands. This new model would soon become adopted by the majority of developed and developing countries. This "New Public Management" was originated in the Anglo-Saxon countries and later reproduced in many other countries.

This new model of public management has given the opportunity to many other models that have been derived from the union of different perspectives. This is a product of the new tools the New Public Management has brought onboard that fed into its evolution. After the birth of these new models, governments began to adopt them in search of the ability to solve the emerging problems of governance as well as the foundation to their speeches.

Based on principles of governance, effectiveness, efficiency and efficacy, public management assumes the main role within the construction of a state. Not every element is treated with the same importance since the birth of the model of New Public Management. It is this way, how the theoretical principals in which these different management models are based have to understand each other. Not as having been imposed at a certain moment but moreover we need to be able to understand the context and the moment in time in which each country found itself in order to make a decision of which model to adopt.

The last governor of the republic of Colombia, Juan Manuel Santos Calderón, decided to focus his speech on showing the country how a public management model can turn around public administration from previous governments by sustaining itself on the politics of a “Good Government.” This was a focal point of his speech and also his way of governing, taking hold of this model and creating solid foundations such as transparency, accountability, anticorruption battles, efficient use of resources and the vocation of public service.

In order to analyze and understand the model proposed by the outgoing Colombian governor 2010-2018, in his bet of a good government, we must keep in mind and ask ourselves if this chosen model has foundations and support in a cross of variables of the different models of existing management. Or, if the proposal of the outgoing Colombian governor can be considered and accepted as a whole, as participants of a new public management model.

We must understand and keep present that the models of public management may never be implemented from one moment to another without first understanding the current moment in time the state is in. Adding to this, the needs of the citizens, like we’ve mentioned before. The ex-leader, within his two rulings from August 7th of 2010 to August 7th of 2018, underwent one of the greatest moment in history and most likely the only moment that promised to change the course and future of the country: the armed conflict with the FARC or Revolutionary Armed Forces of Columbia- People’s Army. This is due to the strong commitment of achieving peace and equity for the citizens that the ex-president has demonstrated.

Due to this particular moment the country was going through, the urgency of changing their public administration which was based on the same model of previous leaders, the proposal of the ex-president and his Good Government emerged to face this situation. By analyzing and understanding the new needs that Colombia demonstrated during that time, a new way of management came to be by integrating different models of public management that already existed and adjusted better to the new reality of the country. This was all stated and made aware in the takeover of office speech. Taking all these fundamental ideas into account, we will try and understand this “new” model of public management in Colombia.

General Objective:

Verify and identify the different theoretical basis on which the ex-president of Colombia creates his proposal to consolidate a new model of public management in the country in order to face the new reality the same is going through.

Specific Objectives:

1. To Identify and understand the fundamental ideas of the current models of public management and differentiate them through their basic characteristics.
2. To study the speech of office takeover and the proposal of the last government's public management model in order to identify the variables that will allow us to find similarities and differences with those models that have been previously established.
3. To analyze the ex-leader's speech and this way obtain different variables to compare with public management models previously established.
4. To understand the change this last government aimed for with their Public Administration, taking into consideration their good government politics alongside their will of showcasing Colombia as a public management model for the world.
5. To determine if Colombia can be seen and taken into consideration as the basis of a public management model or if this model is just a hybrid obtained by crossing different variables obtained from existing models in other countries. This research work is focused and sustained on a theoretical foundation that leans on a bibliographical revision of several texts and articles from both press as investigative reporting that will bring along concepts, critiques of different points of views and above all tools that will facilitate the characterization of each of the existing models of management. A focused analysis on the ex-president's speech, where he references the country as an example of public management model and explains the relation of executing the Good Government as a model, will also be worked on. The speech will also be analyzed in depth in order to establish which variables will be useful in order to elaborate a comparison of the different models of public management. After the identification and comparison of these variables, which are exposed in the ex-president's speech, a conclusive analysis will be demonstrated in order to understand if the model proposed by the ex-president does indeed represent an innovative model or if it's just a mix of past ones.

Chapter I – Theoretical Framework

The purpose for the elaboration of a theoretical framework, is to demonstrate the most important traits of the different models of public management that have been implemented in various governments and administrations of the world. Following these lines, the most important models of public management that can still be observed in practice, will be presented. The same have previously been examined by numerous academics, researches and institutions with experience on the matter. To start this framework, we will begin by establishing the modern State and bureaucracy that will subsequently pave way to the bureaucratic model. Following, we'll continue with the establishment of the New Public Management and its main and most transcending points: Governance, good governance, management for results that will allow us to understand how each of them contributed in the creation of a deliberate management model that brought the public value. Each of these models, their positions and author's opinions will be analyzed in order to have a clear vision of how each is characterized; their strengths and weaknesses as well as the scenario in which each is commonly implemented.

Reconciliation of the public management models

We can point out from the previously analyzed, that when referred to the models of public management as well as the processes that intertwine the decisions of politics in the area of public administration, and be continuously applied and followed as an implementation reference in governments of different countries like we can see happened in the New Public Management; born and executed in Anglo-Saxon countries with the purpose of creating an institutional management reform which was later replicated and taken as foundation in countries worldwide. Having stated this, we'll proceed to explaining which are the main characteristics of each public management model currently established and how the work.

Bureaucratic Model.

"Likewise, such rational legitimate system of rules that command disposes of and its power is legitimate as long as it is exerted in agreement to them" (Weber, 1997).

The Bureaucratic Model, after it's conception, can be analyzed from two perspectives:

The analysis and comprehension of this model's context, making emphasis and exposing the terms of pre-bureaucratic management, bureaucratic and post- bureaucratic.

1. Exposing the concept of "Bureaucracy" in order to understand under which thoughts Max Weber based his consolidation of a bureaucratic model of Public Management.

Presented below are the different stages in which the before mentioned have been exposed and from which public management is born:

	Pre-Bureaucratic	Bureaucratic	Post-Bureaucratic
Antecedents	Monarchy and Feudalism	Industrial Revolution	Technology Revolution

Type of Government	Monarchy and Expansionism	Centralism	Decentralism
Characteristics	Difficulty in the displacements throughout the territories, the monarch sought to expand his territories without offering health nor education, just security.	Centralist government, almighty. Giver in all services.	Empowering of the people. Transparency and accountability.
Key words	Local Power	Central Power	Citizen Power

Source: Own elaboration based on Cameron (2010)

We can appreciate from the above exposed graph that the industrial revolution, from its beginnings, and the development of societies actually pushed the transformations of the different public managements. Only at the moment of industrialization, topics so basic and necessary such as the easy mobility with which society was impacted, were product of the fact that during the pre-bureaucratic period, the monarch would leave the designation of goods and services to the feudal lords.

Due to this industrialization and the change in role of the state to a centralist one in the providing of goods and services, the need to find a way to sustain public management based on the concept of bureaucracy, was born:

With this industrialization and the State taking a centralist role in the provisioning of goods and service, the need of seeing in which way public administration would be carried on from this concept of bureaucracy: It focuses on a group of legal and scientific studies of German administration regarding the Bureausystem: a new prussian administrative apparatus organized in a monocratic and generic way that, in the start of the XIX century, substitutes old collegiate administrative bodies. The emphasis of this work is regulatory and specifically refers to the precise specification of tasks, the attribution of delimited competency spheres and career and admission criteria. For this legal-technical tradition, the concept of bureaucracy designs a theory and practice of public administration that is considered the most efficient possible. (Bobbio, Matteucci & Pasquino 2000, p.165).

Due to the events that occurred during the pre-bureaucratic period, and the birth of a modern state, we must analyze and observe the most important premises that Weber shows us with his theory and which will pave way to the establishment of a bureaucratic management model.

Within a bureaucratic model, there is a division between the private and public sector; this being one of the most innovative characteristics in relation to the pre-bureaucratic period. The Feudal Lord would no longer be responsible of supplying and satisfying the needs of the citizens. The government

now has the means to deliver to all the territory giving itself the exclusive power of providing goods and services.

“all the modern state’s history evolution, in its 21 parts of high office positions, are occupied by political association, monarchs or presidents that derive in certain types of traditional domination and respective charisma” (Weber, 1997).

Among many of his statements, Weber presents the several types of domination, which go hand in hand with governance and it’s through domination that the government manages to legitimize and place in evidence its nature and boundaries. As a product of it, Weber (1997) declares the following:

All domination manifests and works in the way of government. Every government’s regime needs dominance in some way since it needs to be placed in the hands of someone with imperative powers in order to work... no matter how reduced the sphere of power, control and power must be always trusted to some official (p.701).

This is how bureaucracy finds its main sustenance in the lawfulness of domination, legally and rationally, sustaining itself in the empire of the law and being permissive of the government and its public employee. Its valid to state that if bureaucracy constitutes the purest kind of legal domination then not every domination is purely bureaucratic; there are others that can complement or include a same type. This type of domination is not only lobbied by public employees but it’s pushed forward by the 21 high positions occupied by political associations, monarchs or presidents that derive from traditional or charismatic domination styles (Weber, 1997).

In brief, gathering all the main principles that Weber presents at the moment he legitimizes bureaucracy, defining and conceiving the concept as such, we’d be able to expose a bureaucratic and political management model starting from:

Bureaucratic model of public administration:

1. Ordinate and fixed official attributions through rules, lays or regulatory administrative dispositions.
2. Functional hierarchy and transaction principle. A firm and organized control system and mutual subordination.
3. Administration based on documents conserved in drafts or minutes. The group of employees that work alongside the orders of a boss and their documents, make up an office.
4. Function specialization.
5. Maximum performance of the employees and their functions.
6. The performance of the employees must happen according to some regulated rules that are susceptible to learning.

Source: Own elaboration based on Weber (1997).

The execution of a model that would bring forth obstacles and critiques for allowing a state to be “almighty,” being this one the only one responsible and with the power to supply goods and

services to all its citizens; it could possibly crumble into a financial crisis due to the economic challenges that would be impossible to face would lead to bankruptcy. These reasons led to the establishment of alternative measures that could provide a solution to these challenges. It is possible to consider a challenge the stiffness of the law since it presented limited options to the state at the moment of providing solutions to social problems.

The New Public Management .

“Citizens, in their own acceptance, have become political and economic proprietors of the administration and demand results.” (Ramió, 2001).

The determining success that brings forth a change in public management model from a bureaucratic to a New public management is the crisis in which the state’s wellbeing falls in. There comes a time in which the State no longer manages to sustain the demands and needs of its citizens due to the splurging of capital and the economic crisis that would follow as a consequence of this. In the search for government reinvention, the implementation of a new model arises adopting the tools used in the private sector to try and achieve a solution to the state’s crisis.

It was during this moment in history that Anglo-Saxon countries, starting by the United Kingdom, Australia and New Zealand begin to think a certain way in order to make supplying of public services and public management successful. Further ahead, several reforms would be introduced, giving birth to the New Public Management.

Below, you’ll find a detailed explanation of the route Anglo-Saxon countries followed in order to obtain in a future, a consolidated public management model:

United Kingdom	Australia	New Zealand
Margaret Thatcher, end of the 70s and beginning of the 80s. The public management agenda based on increasing the political control over civil service and reducing the size and cost of the governmental apparatus and improvement of processes. These were inspired by doctrines from the private sector.	Financial crisis of the 70s. The changes were tied to political associations and employees that were in agreement with the increase of political control and at the same time in the delegation of financial and budget responsibilities of the public in order to reduce the State’s expenses.	First experience during the 80s. Searched to separate the elaboration of public politics from its execution. The ministers acted as the buyers of Goods and Services to different departments that competed in the private sector to endow these.

Source: Own theories based on *Cejudo, 2011*.

The New Public Management model is focused on increasing the efficiency and efficacy of the State at a low cost scheme, achieving this through a private sector management model, implementing strong processes and State benefits. It is important to clarify that this is due to the inefficiency and inefficacy of the public sector's legitimacy which is looked upon as the main actor in both processes.

The model has very defined tones and characteristics, exposed by Grüening (2001) and interpreted in the following way:

Characteristics of the New Public Management.

- Accountability processes as a key performance indicator.
- Privatization in order to help the State with its management and ungovernability.
- Citizens move from being a user with rights to a client in relation to the provisioning of them.
- Decentralization as a tool of autonomy and auto management in the decision making process.
- Strategic and administrative planning of management.
- Competency as a value.
- Managerial model is adopted and the techniques of the private sector to push out of the governments incapacity.
- Separation of the political management sphere.
- More use of technologies in the control and efficiency of management.

Source: Own theories based on Gruening, 2001.

Latin America, when trying to implement these reforms into the possible activation and adaptation of the New Public Management model, will push forward the sensation of being isoformist and bring forth transcendental consequences. This is due to the lack of analysis of the Latin-American context in this management model. This reference will explain the following:

The idea that a New Public Management is a group of tools to better management, must be abandoned. We must keep in mind that different idealistic and administrative values are also involved. Also, all of these instruments that were born in Anglo-Saxon countries did bring forth the effort of previously defining the State model (Ramió, 2001, p.7).

On the basis of this, we can understand that the adaptation of a New Public Management model in the Latin-American territory has been flawed in several aspects. In this order of ideas, we can understand that the New Public Management model goes hand in hand with the processes in which structuralization has been made in each country. Because of this, whenever this model has been implemented in countries with different structures and institutions, like the case of Latin America in comparison to Anglo-Saxon countries, the tools the model brings loose power and

create more difficulties when trying to achieve better efficacy and efficiency within public institutions (Ramio, 2001).

We can also witness that the New Public Management model seeks institutional reforms where the managerial model falls short in the process aspect. It eludes consequence and could create a large impact on society; due to this, new areas of focus appear thanks to the New Public Management.

Governance.

Governance, as a concept, would emerge in the field of public management as one of the main ideas of the New Public Management. It is a point of view in charge of finding and impacting society in a way the New Public Management couldn't. Governance is focused in the role of society in relation to the public and the way in which this affects directly the decision making process.

Governments reaching this governance crisis due to their inability of power and opportune satisfaction of the need of their citizens as well as the financial crisis; their inefficiency and inefficacy were the determining factors in the loss of legitimization of the Government. We can perceive this crisis as having two sides: one of them would affect the democratic legitimization of the States and the other would affect the capacity of providing answers in an effective and efficient way to the needs of the population (Subirats, 2010).

The adoption of a business model alongside the postulates of free market, the latter stated as being the regulator of the government, was not able to end the crisis but bring new consequences in the way Aguilar (2010) affirms: "the government lost powers, capacities, reach and resources, particularly in the areas of economic growth and social development." (p.16).

The execution and adoption of the New Public Management, bring forth some problems such as its reforms and postulates remaining in paper and institutional processes; they did not go beyond the institutional and organizational re-structuring and due to this, during the 90s, the concept of governance did not obtain power. It was a concept centralized in society and its relationship with processes. In order to understand governance, let's take a look at Aguilar's (2010) concepts:

At the moment of its apparition, governance was predominantly a descriptive concept. The concept itself describes that in numerous countries, starting from the 80s and 90s, rooting from the financial and administrative reforms undertaken by the governments in order to prevent or surpass financial crisis, its political independence and capacity of its social, community and civic organizations, the government defines its objectives and policies through various ways of consulting, agreement and collaboration with private and social actors (p.34).

We can infer, from the above stated, that one of the main events that changed in contrast with the New Public Management, was the role of society. Governance was centered in the search of granting society a more active role to bring it closer to the government through citizen

participation. This differed in the New Public Management model since it saw the population only as clients. The latter was one of the main critiques the model received thus being a key focal point for governance. Ramio (2001) affirms this ideal that “citizens are much more than clients of public services. In fact, citizens are the political and economic shareholders of public administration.” (p.5). With this statement, the perception of a commercial and economic interest between government and population begins to change for one of a pure social contract between both.

The main question made to the administrations of the time, was how to end the crisis and because of this a governance model was adopted. It would ensure the needs of the state and the population as well as amend the critiques the New Public Management model could bring. When we speak of governance, we treat it as a new way of regulating conflict, characterized by the interaction and cooperation of multiple roles articulated in a web of development of collaborative projects. (Subirats, 2010, p.25).

Below, we can observe the main principles of government traits in which governance focuses on:

Governance		
Multi-level Governments	Mainstreaming	Social participation
The different government and institutional levels share instead of monopolizing the different decisions of the government.	Different areas, departments, and public organizations are interrelated in terms of shared projects.	When compared with the traditional concept of society as an object of government action, it seeks to relocate the collective responsibilities in a shared space between public and private..

Source: Own elaboration based on (Subirats, 2010).

From the above comparison, we can interpret that governance supposes a change and transformation of public powers as well as the implementation of new functions and innovative tools.

To conclude, we must analyze the Good Governance concept, since the main ideas exposed here by Professor Rothstein, shows us how good governance and democracy are intertwined but must be differentiated. The difference is based on how democratic states do not necessarily bring forth a rightful execution of good governance or quality in public administration.

Continuing with this trail of thought, democracy can present several problems, Rothstein (2012) explains; among them corruption, favoritism, and patronage. He also states that good governance may have a large impact on legitimacy topics in relation to governments and the wellbeing of the citizens, thus a different treatment must be made.

Problems such as corruption, patronage, and despotism truncate government functions and deprive governance from its adjective. Bo Rothstein (2012) coins this term in the book "The Oxford handbook of governance". Due to this, the Good Governance is inserted into the decision making processes and public politics in an impartial institutional framework that moves towards solutions for the problems of the public assets.

In the same way it has been asserted that good governance does not go hand in hand with the efficiency of the government; if governments would be in the pursuit of ways to achieve good governance, it can fall in the opposite to what is interpreted as "Good" Governance. A proper definition of Good Governance can imply the following statements:

1. A guide to what is considered "good."
2. Getting to know not only the inputs of politics but also the outputs in relation to the interest of the population.
3. It is necessary to understand that the institutions of different governments move in different contexts, Good Governance does not need a specific context for its operation.

The New Public Service.

The New Public Service is the other branch of public management. It is focused on, just as governance, turning around certain aspects of the New Public Management that weren't taken into account and analyzing how it affects society. In the execution of this approach, the way of conducting certain aspects of the public employee in order to reach the rightful supply of goods and services as well as the satisfaction of the citizens demands.

In this order of ideas, we can infer some important points to work on for the New Public Service such as the relationship between population and public employees which returns the role of client back to the citizen; we can also see public management as a space favorable for the inclusion of the population in the decision making process.

We've been affirming that the potential of the New Public Service as a management approach must have as framework a democratic government platform sustained on a real democracy where transparency, accountability, collaboration, and trust serve as active articulate elements between the government and non-government roles. (Marinez, 2013, p.2).

It is during this period that governments start to discuss and mention the E-Government or open government, where the ICT is given a role and the possibility of handling everything belonging to the relationship of the Population-State; in search of a collective benefit as opposed to the individual one. On the other hand, and agreeing with Marinez (2013), we can identify key points in the way the New Public Service has been composed:

- 1) The incorporation of the internet as a mediating structure in the decision making processes.

- 2) Civil participation and organizations as a counterpoint of the traditional ways of participation.
- 3) A change from a vertical relationship (hierarchy) to a horizontal citizen-government.

Some of the main supporters of this approach, which include Denhardt. R y Denhardt. J (2010), would refer to it as a “movement constructed on democratic citizenship, community and civil society, the organization’s humanism and the theory of speech” (p.549). From this concept of New Public Service, the authors were able to postulate the following seven principles:

1. Serving rather than steering: the public server would be strengthened helping the citizen to articulate and understand their common interests.
2. Public interest as an objective: public administration contributes to a collective in order to create shared interests and responsibilities.
3. Think strategically, act democratically: policies and programs that respond to the public needs will be more efficient through collective efforts and collaborative processes.
4. Serve the citizen, not customers: the public interest is a result of a shared value dialogue. Therefore, citizens must be the center of the construction of relationships of trust and collaboration.
5. Recognize that accountability is not simple: servers must see beyond the rules of the market, based on legal statutes, community values, standard professional political rules and the citizen’s interest.
6. Value people: while public organizations and the network in which citizens participate in, operate under collaboration and respect principles, the probabilities of obtaining success in the long term are greater.
7. Value citizen ship over entrepreneurship: the public interest will always grow as long as the public servers and citizens make significant contributions to society.

Source: Denhardt & Denhardt (2000)

We can conclude that the New Public Service approach, whose mission is to vindicate the citizen’s role, was sidelined to be no more than a customer of the New Public Management model. In the New Public Service, it is accepted that citizens see beyond their own interests and because of this, it seeks a wider perspective of knowledge in relation to the public affairs. Lastly, the approach is mainly centered in the principles of responsiveness and co-responsibility. We can infer from these ideals that the approach seeks a change in mentality in both the public employee and the citizens; in Latin American governments it is hard to speak about a change in mindset considering the political culture they possess. This is also due to the lack of legitimization considering the levels of corruption which inhibits the rightful ruling of democracy needed to bring the citizens and the officials closer.

Also, governments have been incapable of fostering a strong electronic culture through uniting the population with the internet, assuring the easy and universal access to this tool. This creates difficulties with the accountability and transparency practices as well as the fundamental elements of

the New Public Service due to the unequal contact the officials have with the citizens. In the Republic of Colombia, despite there being a considerable growth in the ICT, these aren't of easy access to different social and geographical areas which creates barriers in the correct use of territorial management.

Management for results.

The management for results approach is born from the New Public Management, in which it differs from governance and the New Public Service by being more focused in public administration; meaning, more focused on the processes that turn into decisions. It is because of this that these approaches will always start from the premise of taking a corporate statement and apply it to the public sector.

One of the theoretical frameworks utilized to describe this approach, can be presented in three key points (Lacoviello & Pulido, 2008):

1. The search of increased flexibility and autonomy of the responsible for the competent organizations of public administration.
2. Accountability commitment in order to study and evaluate the performance and determine the efficiency and efficacy of management.
3. Inform and establish management incentives based on results and presented work.

The approach of management for results was born as a result to the demands and needs of the population. Each point of view needed to analyze and separate each, will be explained hereunder:

Management for results can be interpreted the following way:

It proposes the administration of public resources focused on the fulfillment of the strategic actions defined by the government's plan and in a certain period of time. This way, the states actions can be managed and evaluated in regards to the defined public policies needed to meet the society's demands (Olmos, 2009, p.3).

In order to understand who this approach works, Olmos (2019) advises to keep in mind the three main processes it has:

1. Planning in order to set achievable goals and guidelines measurable through indicators both quantitatively and qualitatively.
2. Realistic budgeting based on the previously mentioned planning, that allows goal attainment.
3. Performance monitoring and evaluation in order to determine the efficiency and efficacy of the process and accountability.

The approach of management for results centers on the process in which follow up and compliance of the strategic actions are usually applied; this falls short in the way that it'll not go beyond and will always be focused on result analysis.

The Management approach for results centers in the process by which follow up and compliance of strategic actions fall behind and will always be focused on the analysis of results. Due to this, it ends up being a procedure focused only on product and result.

Management for results leans on the concept of governance seeking the union between units, citizens and resources. Martins & Marini (2010) share with us the following definition:

This methodology's strong point lies within the simplicity of its application since it allows the definition of indicators and goals in a pragmatic way which facilitates the follow up of managers and the agility in the application of possible coercive actions; it allows the convergence of these actions into practical results that are oriented towards the administration of high impact (Martins & Marini, 2010).

It must be pointed out, that despite a speech being structured in the private sector like in the New Public Management, the in which it should be evaluated is completely different. Martins & Marini (2010) express that "good management is one that reaches results. In the public sector this means meeting demands, interests, expectations of the beneficiaries, for both citizens and companies, creating public value" (p. 35). Explaining with these lines the need for a commitment of both parties, the tools of the public sector and its rightful use reflected in the satisfaction of the citizen while the private sector focuses on generating riches.

These two approaches differ primarily in the insertion of both maintaining a relationship with public management. We can observe that management for results is focused on the achievement of goals and objectives by which each process develops, each adapting to change that the New Public Management states. And with this, comes the search of more precise techniques in the work force that may help with public management. On the other hand, management for results showcases medium and long term planning that intends to discover the impact it will have over society; being this way more aligned with governance and the main actors.

As you can see, these approaches have their weaknesses: while management for results stays focused on the products and results, it falls behind in terms of analysis and evaluation of the impact on citizenship thus leaving aside the importance of the population's satisfaction of needs. Since it focuses on analyzing the effects and impact of the decisions on the population, it ends up needing too much time and becoming confusing at the time of analysis.

Deliberative Public Management.

“In a world overtime more complex and divers, politics is that which allows us to live in unison without our differences exploding.” (Brugué, 2013).

The deliberative public management model will be contained in a democratic context and active citizen participation just as the approaches before. This style of management is defined by the processes that do not meet the satisfaction of the populations needs and shows evidence of the new challenges derived by the political incapacity that not only diminishes the actors and professionals that participate in them but also places in doubt the collective capacity to resolve collective problems (Brugué, 2004).

A globalized world is only one of the points that affect politics and lead to crisis since its capacities fall short; due to this phenomenon, the population polarizes and always stays within its different point of views. Brugué (2013) affirms that by “understanding the diversity and complexity of our societies, we can recall more complex ways to manage and regularize it” (p.160).

To face various and different problems is a capacity that governments must posses in order to strengthen and generate more trust from their citizens as well as achieve the targets and goals in public management. Due to this, the effective communication and deliberation among the different entities is of vital importance since it will allow with ease the goals to be met as well as the public’s needs. Brugué (2004) makes reference to the importance of the inclusion and participation of all parties of public administration by affirming that “the key of facilitating the exchange of points of views and resources between the different parts of an administration and its surroundings, can only be derived by dialogue” (p.9)

Focused on the search of another option, another point of view for the New Public Management Model, Brugué (2014) proposes “the need to build an inclusive and creative administration which obligates the incorporation of dialogue in the process of modernization, an administration that taking back certain academic traditions we’ve called deliberative” (p.9). The idea of applying a deliberative public management model is conveyed by basing itself on the two main pillars: citizen trust and mediation.

1. Trust:

- a. By trust, we are referring to moving forward with authority, implying that in order to begin a relationship, a dialogue is needed between both parties. The creation of threads of trust needs to be stimulated by metrics and informing all parties of what’s to be expected, what is the cost and the benefits the relationship will bring. Both parties need to understand one another, their roles and objectives, effective communication and have their surroundings clear in order to develop trust. Lastly, after all these factors have been clarified by all parties, the sensation of being part of the same project, each with their common goals and objectives, each identifying with one another and searching for the common benefit.

- b. Mediation: a mediator must always exist between both parties, this must be a person that generates trust for everyone involved and capable of handling discussions and debates, guaranteeing results. Such proposed mediators, has to be seductive, able to use a collective project in order to seduce all parties, able to animate, compromise and finally achieve that all this happens in a state of trust and collaboration. Our mediator must also be an animator, someone capable of building a seductive project by the contributions of all parties. The mediator must stimulate participation, must listen carefully and use what is being explained. Source: (Brugué, 2004).

We can understand how a deliberative public management model, in a conclusive manner, is the space allowed for decision making where democracy, dialogue, inclusion and participation of all parties take a fundamental role and act as their pillars. The relationship between roles has to be separated from individual interests and focused on a common good utilizing the tools that allow value to be generated and found among the points that represent a collective value. We must clarify that a deliberative model will require a strong citizen and public employee participation.

This model has been criticized since it can be inefficient in relation to the debating and deliberation processes among the parties that might affect or impede a fast response from the government to the needs of the citizens. This model aside from surpassing the before mentioned difficulties understands that the processes of participation, inclusion and deliberation may become long processes that won't satisfy any type of problems with an answer.

Public Value.

"Value is found among the wishes and perceptions of individuals and not necessarily among the physical transformations or abstractions of society." (Moore, 1998).

Lastly, we have the model of public value, which is focused on the elaboration of strategies that allow the completion of objectives and goals considered important. After having seen the different models and approached that Public Management provides us, we can observe that "public" is a word that goes through all models and approaches. This model of Public Value intends on focusing on everything that is public in order to create value, taking advantage of the communication among actors.

Ramió (2009) brings forth the relationship between the before mentioned models and approaches with this new ideal presented as Public Value reusing the term National Governance and how this presents a way to obtain the maximum public value in society. The good relationship and communication among the actors where the public sector has leadership, "all roles must and should contribute to public value; but the responsibilities aren't symmetric and the public institutions must assume leadership roles" (Ramió, 2009, p.20).

The public sector will have a main role in relation to public value and will lead society to its creation. Moore (1998), exposes his argument in the following way:

Citizens see with bad eyes the initiatives, even the responsibilities chosen or designated by the politicians since their leadership spirit can often seem oriented towards the obtaining of votes, satisfaction of special interests as opposed to finding and producing value for the whole (p.43).

We must point out that Moore has proposed a change in the Paradigm, in relation to the public server and their rigidity in order to become a pioneering leader with more flexibility and drive. "It does not occur as a set asset that resources in the organization are fixed or that the mission cannot change the process; but the leader seeks a way to adapt the organization when new needs of the society appear" (Moore, 1998).

Following the same concept, we can understand the relevance of strategic management at the time of it generating public value since it seeks to repurpose the way of public official's way of thought and transforming him into a leader or guide for the population.

Moor (1998) helps us understand the initial transformation this model of public value procures with the following statement:

There is a more useful way of thinking when it comes to public managers and their role: one closer (but in no way identical) to the image society has of the managers of the private sector. From this point of view, public managers are considered as explorers that alongside others, intend to discover, define, and create public value (p.45)

We can observe once more a change in relation to a new future, from a bureaucratic way of thinking of the public employees who always followed the rules and have been legitimized by the power of vote to those that have always had personal interests at hand which caused citizen indignation; to a post-bureaucratic future where a private sector model would be adopted and bring for the a change in the public employees way of thinking by guiding the latter to serve the population and create added value.

Moore (1998) presents us, in small concepts, how different administrative managers feel concern in obtaining more than what can be done, beyond the organizations boundaries. This is based on stepping over those boundaries in order to generate the wellbeing and added value of the labor itself. With these arguments, we're able to understand public value: a constant labor between the provisioning of services and the satisfaction plus quality of the services delivered to the population.

After understanding how public value is managed, we face the challenge of measuring and evaluating it; a common error among all measurement techniques is the generalization they all make by supposing they have the same values spread throughout the population. A population must be interpreted by having different or divided values, divided needs and divided interests. It is because of this that we must keep in mind Mulgan and his principles in order to establish the public value to society. Only this way we'll understand the flow of this model:

1. Principles of public value:

- a. It is considered to have value as long as the citizens are willing to do or deliver something in return for this. Some methods could be taxes or rates but also monetary payment could be considered in return of a service that the citizen needs and accepts.
- b. The different dimension of value most not be considered measurable: the right to vote and liberty can't be measured. The intent, for example, of an environmental

policy to quantify measurements ends up kidding valuable information, creating difficulties in the decision making process.

- c. There must be clarity and credibility in relation to how value is measured, not only the specialists in charge of understanding them but also the citizens. They must be able to understand them and generate ideas for the final decision.

Source: Own elaboration based on Mulgan (2009).

Bennington tells us, in his work titled “Public Value Theory and Practice,” some of Moore’s ideas that are related to Public Value thus present a challenge to the orthodox way of thinking and aiming to change in it. This is why it’s referred to the government’s role as the main creator of public value and proactive executor in the public sector; not only as the dictator of rules but also as the provider of goods and services. The public official has to be seen as a backup for the government in its search to guaranteeing the rightful service to the population and identifying what more can be done by its departments in order to improve and not only as a bureaucracy ruled by norms. The public officials must also give their support to the governments in terms of facilitating their adaptation, their willingness to change under the different social circumstances and not only limit itself to the commitment of the rules in order to guarantee trust in terms of the organizations job (Benington & Moore, 2011).

Both authors expose the importance of understanding the changes that can occur, in the government as well as public services. It is because of this that Moore, in his theories, characterizes three phenomena for change:

1. Retaking the ideal that the government is the creator of social value.
2. Total acknowledgment of independence.
3. Understanding that the government is only a part of the process of social governance.

When more flexibility is allowed, one can face and accept the changes that show up along the way, like the needs of the population, the government would be ready to create value always as long as it obtains the satisfaction of its citizen’s needs, accepts their participation, and evaluation in order to be legitimized by them. Without the citizen’s trust, the capacity to response to their needs would be difficult. We can observe that all models are born due to the government not being able to supply the demands of its citizens: they start to have problems and must seek alternate ways to make ends meet.

This creates the need to present an analysis of how these models configure the public sector in different ways, through different tools and handing out different roles to the parts and contexts. The various models presented have shown different ways of being consolidated therefore using different foundations like varied arguments that later allow us to understand their theoretical structure and tendencies that influence the parts. With all this information, one can analyze the variables of the ex-president’s proposed model in order to understand who innovative it is.

Chapter II: Analysis of the 2010-2018 acceptance and government proposal speech.

After this review, given the way the public sector has been configured by the different models and approaches of public management, the analysis of the proposal of the ex-president will begin.

The ex-leader of the Republic of Columbia during the year 2010, in the middle of his acceptance speech, invites the country and proposes a good government as a new guide to follow and a foundation for the Colombian public management. During this period, during the award for high management, the president shows Colombia as a management model by making referral to the Good Government and its foundations as innovative to public management.

Let's review until what extent the ex-president's proposal can be considered as innovative. In the following chapter we meticulously point out the key arguments of the president's speech in order to characterize and identify the most important variables of this proposed model. For the analysis, we will take into consideration the following speeches:

1. 2010 Presidential Possession
2. 2010 High Management Award
3. 2014 Presidential Possession

Approximation to speech analysis as a method.

Jørgensen & Louise (2002) state that only in the last decade has the analysis of speech, more specifically of words, been considered as important in the configuration and ways the current world relates. The word "speech" is utilized in different areas and due to this its concept and definition may be adopted in an ambiguous way.

We can then define the reference to the word "speech" as a structured language in different ways or agreements. An example of this would be the case of a "Medical speech" or a "Political speech" in which the focus would be work.

The comprehension and analysis of a speech, seeks to study and find the patterns derived from the ways this has been presented. This will allow to use speech as "a particular way of speaking and understanding the world (or an aspect of this)" (Jørgensen & Louise, 2002, p.1).

Analyzing speech is a disciplinary tool of the human and social sciences that focuses its work on studying the different relations that may be born from a speech, let it be written or oral. As it has been stated before, through a speech analysis the main words can be located, those that are more recurrent which the ex-president Juan Manuel Santos exposes will allow us to characterize the proposal of a good government and compare it.

A synaptic analysis will expose all the main ideas of each speech done by the ex-leader, thus facilitating the comprehension of each. Following these lines, the words that resonated the most during his speech will be engraved in a graph; these were the ones that were emphasized the most in order to portray the essence of what a good government is to the ex-president. This will be accompanied by a graph with the number of times in which the words are repeated in the speeches. And lastly, we will analyze the outlying sections of the speech in which elements or concepts are identified that leave evidence of some management model exposed before.

In this chapter, a clear picture will be given on the proposal he suggested in the outgoing government of portraying Colombia as a public management model. His speeches will point out key areas for the correct characterization and analysis of a good government as well as the extraction and interpretation of the presented oratory.

Through the use of key words, that make reference to public management, the oratory will be interpreted with the objective of understanding how the different concepts are intertwined with the theory exposed in the first chapter and give a clear vision of the desired processes in the proposal of a Good Government.

Tools for speech analysis.

The three speeches before mentioned, will be the object of analysis using the Tagul tool. This tool was utilized with the goal of creating word clouds. It is also a 2.0 tool that allows for linguistic analysis of the desired texts.

Through graphic word clouds, we seek to observe a relevance of the words used in a speech, counting the number of times in which the word has been repeated in it. With this tool, we look to understand what is the focus or emphasis in which the ex-president carries out his different speeches and discuss the themes of these as well as the frequent words used by the ex-leader.

The bigger words in the graph will be those that have the most repetition in the speech, the smaller ones are those that have important weight in the logic utilized by the ex-president for his speeches but aren't as repetitive and emphasized.

1. Presidential Possession of 2010-2014, speech analysis:

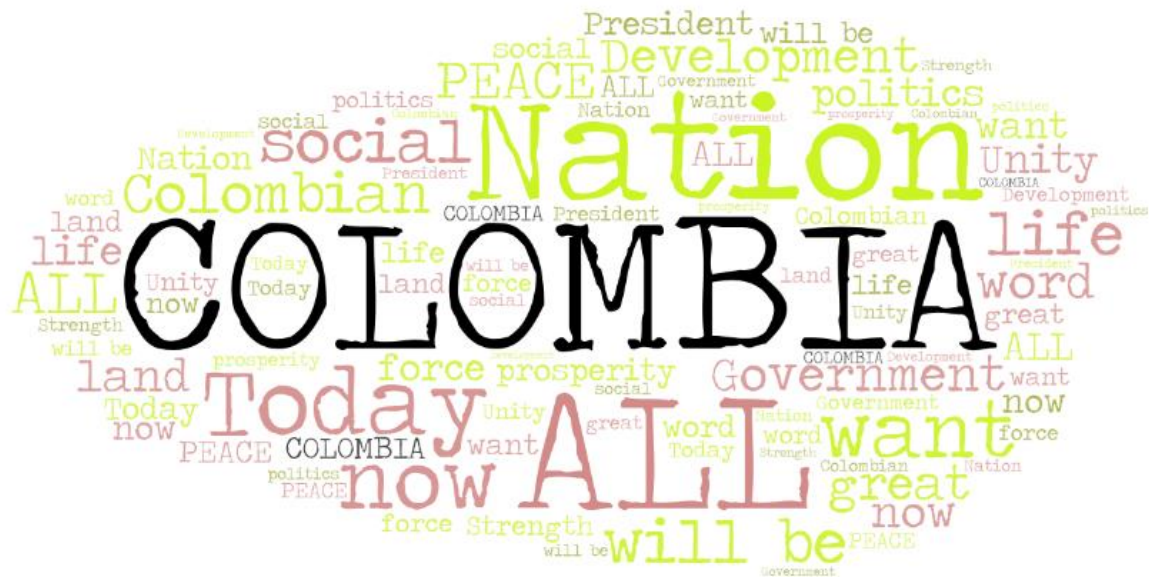
a. Context:

- i.** Change in policy of the democratic security of the before leader Alvaro Uribe to a Good Government of his successor Juan Manuel Santos. The Republic of Colombia's Bicentennial.

b. Summary:

- i.** Juan Manuel Santos makes an analysis of the main challenges the country faces and what impedes total liberty, the one fought for, all of this framed in the independent bicentenary of Colombia. In the same way, the talk of an inclusive government in unity of all its parts, not only in the political field but also making referral to an invitation for all Colombian citizens achieve collectivity that ease the realization of set goals in the economic and social development of a country. We speak of housing, fair salary, easy access to

education and health services in order for the citizen to think collectively and be able to work together for the common good. The independent bicentenary is used bring forth this wanted unity.



On August 7th, 2010 the ex-president begins his regime by delivering his speech in the Bolivar Square of the Colombian capital. After analyzing his full speech, we can appreciate how his most used word above all others is Colombia; utilizing it as a way to make emphasis to it and show commitment.

In this first speech, where the good government concept comes afloat for the first time, it marks a symbolic act with native leaders who offered four pieces that represent the Government thus indicating that the order of nature will always be respected specially the creator's will. After this homage, the ex-president refers to his government as Good Government.

Several elements such a mainstreaming, can be seen in the possession speech, the ex-president refers to the national unity as a structure that implies an open call to the “best intelligence and the best wills to construct, among everything, a better country” (Santos 2010).

The ex-president refers to the attention and satisfaction of the needs of citizens when he says veil and guarantee feeding and endowment of the tools needed so the young population can have access to education. Also, promoting the work and development ministry as a public entity that is in charge of guarding the guarantee that every Colombian has access to labor. We can observe how in these sections on can appreciate the traits of the New Public Service model due to it delegating service to an entity or public officials since it’s focused and directed to the citizen.

“We’ll impulse the integrity and collaboration of the universities with service companies in order to convey a pertinent education that contributes to the development and labor” (Santos 2010). In this sentence and commitment, we can observe the dynamics in Governance due to it offering an interaction space of various sectors where the citizens are taken into account as a third sector thus contributing to the youth’s education.

In relation to Good Government, Santos (2010) expresses the following: “I’ve mentioned that in my administration I would apply postulates of a good government and that I’ll do. The principles of efficiency, efficacy, transparency and accountability will precede the National Government.” In that same way, topics such as modesty for public management is also brought up.

2. High Management Award Speech (2010)

a. Context:

- i. A tribute to the public entities and employees that manage to showcase success cases throughout their administration with the award of high management.

b. Summary:

- i. The ex-president focused his speech around the concept of Good Government. First, he refers to it as a model that will guide the local and regional administration of the country.
- ii. With his speech, he exposes in a very clear way, the five elements on which the Good Government develops:
 - 1. Efficient use of resources.
 - 2. Transparency and accountability.
 - 3. Citizen participation.
 - 4. Anti-corruption fight.
 - 5. Vocation to public service.

Source: Own elaboration based on Santos (2010).

The ex-president exposes the Good Government with that capacity the state should have to improve its functioning, approach citizenship and the ability to work connected with this in order to satisfy the needs. "It is an attitude, a work philosophy and above all, team work based on five pillars" (Santos 2010).

These five pillars are:

1. The efficient use of resources.
2. Transparency and accountability.
3. Citizen participation in the development process of public policies and control.
4. Anti-corruption fight.
5. Vocation to public service.

3. Presidential possession of 2014.

a. Context:

- i. The country was going through one of the biggest moments in history, the hunt for peace and armed conflict termination of more than 50 years buy the FARC.

b. Summary:

- i. The speech revolves around peach and the great opportunity it represents for the country. The ex-leader shows how the achievement of peace would be a change in history for Colombia and would represent a change in institutional material like reforms for the country.
- ii. The ex-president structures the administration in three main keys: peace, education and equity. Through these, the decision making process would be the center of all changes that a peace process would bring forth.

Source: Own elaboration based on Santos (2014).

After the analysis of the presidential speeches, we can observe how the ex-president always focused on peace in the country, different foundations and tools of management of it. In the following graph, we can appreciate some of the ex-leader's proposal:

Good Government				
Accountability	Efficient use of resources	Participation	Anti-corruption fight	Vocation of public service

Source: Own elaboration

It is this we can interpret the five main principles on which the Good Government is shaped and the way the ex-president has presented it. Therefore, Colombian peace is the basis on which the proposal of a Good Government as a model of public management is born.

Continuing, we will present a comparative of the Good Government proposed by the ex-president and the other approached, in order to conclude and deduct if the proposal is innovative or a mix of the existing frameworks.

Chapter III – Analysis of variables

In the two previous chapters, we can observe the following two situations:

En los dos anteriores capítulos, conseguimos observar dos situaciones:

1. The progress of public management has been analyzed through time, showcasing and explaining its tools and main traits that lead to each one of these models to consolidate in time. Here is the insistence of the need to understand the moment in time and each country's situation before applying and developing any of the presented models. In analysis of public management and its different frameworks, we can identify the changes presented by society with the passing of time which has obligated the government to change and reform in order to achieve the citizens needs in an efficient way thus achieving a change in legitimacy on their end.
2. The ex-president's proposal has been worked on, analyzing his speeches and concluding which key points will allow to identify what a Good Government is. For this we'll divide the next chapter in three premises:
 - a. Good government: the ex-president's proposal will be studied to identify the most important factors of its composition.
 - b. The different models will be compared with the goal of identifying differences and similarities with the Good Government.

- c. To determine if the Good Government is believed to be an innovative proposal created by the exiting Government or simply a reflex of other models.

Good Government.

The Good Government is based on five key points that the ex-president considers important for Colombia. Also, we must keep in mind the moment in which Colombia was going through and the importance of peace and above everything post conflict for the future of the citizens and the country, country that revolved around war in the last 50 years.

We will now proceed to explaining the foundations upon which a Good Government was born, in order to understand the proposal, he raises:

1. The efficient use of resources:
 - a. Here, we reference the credibility on behalf of the citizens in order to act out of good faith above the public officials.
 - b. Public officials are impulsed to find new methods that will allow a better use of resources and processes.
 - c. Private-Public allegiances are made that will allow a better development of the programs and achieve the set goals and objectives.
2. Transparency and accountability:
 - a. The public official commits to serving the citizens and understand that their role is to satisfy the needs of the population.
 - b. Transparency among the organizations must exist, citizens must understand what has been done, how it has been done and why the packed was fulfilled or not. This way trust and legitimacy of the government will be stable.
 - c. Results will be presented so the population has free access to reports.
3. Participation:
 - a. The citizens must be motivated to stay connected with everything that happens in the public sector, a glass urn will be created as a retrospective mechanism where critiques and suggestions can be expressed to the government.
4. The Anti-corruption fight:
 - a. More radical measures will be applied to those that fall into corruption crimes, for this statues will be created that will indicate the penalties that must be payed when citizen resources have been used incorrectly.
5. Vocation to public service:
 - a. The administrative career must be improved in order to attract more capable people and to motivate participation that anyone with abilities and merit can be part of this area.

Public management models.

	Bureaucratic Model	New Public Management	Governance	Good Government	New Public Service
Bade	Control	Competency	Connexion	-	Trust
Key traits	- Focused on the rules. - Dominant hierarchy exists. - Specialization in the administrative career.	- Private management model applied to the public sector. - Decentralization.	- Active citizen participation. - Seeks to generate impact in society and gain trust of the citizens to create legitimacy.	- It separates from the idea of efficiency of the government. - It pretends to win legitimacy by generating impact on society.	- Seeks a change in way of thinking of the public sector and the citizen, by motivating the first to serve and the second to participate.
Process	- Governed by rules.	- Follows private sector models	- Interactions from all participating parties.	- Strategy adaptation focused on context.	- Participation and accountability.
Actors	- Rules - Private officials	- Government - Contractors - Citizens/clients	- Social leaders - Third sector	- Institutions	- E-government - Public service

Source: own elaboration.

Variable analysis.

We will analyze the main principles on which the model of a Good Government is based:

1. The efficient use of resources: this first principle revolves around the optimization of the state's resources, making use of public-private alliance with the purpose of making them more efficient at the time of utilizing the resources; this way citizens will develop trust of the resources being used in the best way possible. This is the best example of the New Public Service, in terms of generating trust on behalf of the citizens towards the state, trait of the Public Service model when we speak about innovation from the public officials in terms of making the processes more efficient; and traits of the New Public Management when the public-private allegiances are taken into account to improve the processes.
2. Transparency and accountability: this point is focused on the public official and its dedication to serving the citizens with clear viewing of the achieved results. This point is a pillar of the New Public Service, which focuses on serving the population.
3. Participation: integrating the citizen with other public topics, creates an interest in the sphere and promoting with them solutions and collective interests. This is another main trait of the New Public Service, which seeks to integrate the citizens more with public sector topics.
4. Anti-corruption fight: tough topic for the Colombian country. The anti-corruption statute is created as a prevention mechanism. Even though this is a novelty, it does not become strong enough to boost a public management model.
5. Vocation to the public service: seeks to find talented citizens and creating in them the interest of becoming part of the public "life" by starting administrative careers, characteristic found in the bureaucratic model.

Conclusions.

Giving an answer to the question stated for this research and the analysis done through this paper, one can appreciate that Colombia is not an original model for management. On the contrary, its management mechanisms are based on a mix of variables of the different theory models.

Below, the points to understand why a Good Government is not a new management model will be broadened:

Colombia as a management model?

The ex-president of Colombia states his desire to see the country as an example of public management by revolving his proposal towards the Good Government. As we have seen in the proposal, it constitutes the union and combination of various parts and principles of other models previously consolidated.

All the management models have always been derived from the urgency of the government to meet the new challenges that surface and models before it fell short on achieving. The ex-President's government failed in the adoption of various parts of other models by wanting to implement them in Colombia without understanding the context the country was going through: its needs and urgencies. Other country's theories were applied, which is a very characteristic behavior of Latin American countries who dictated that if something works in European countries, it must work in our own.

We must keep in mind the moment in time in which the country is, the biggest problem in relation to the government's legitimacy, insecurity in the streets, great inequality that has always characterized the country since the rich are richer and the poor, poorer and corruption, which overwhelms Latin American countries. Through these challenges, the speech of the ex-President and his good government is configured but it cannot be compared to a legitimate model since the government lacks legitimacy; there is no trust on behalf of the population and they feel the reforms haven't been successful. As a result, we cannot present the Colombian model as a model to other countries.

For Colombia's case, a good government can be noted as a combination of principles of other models of management that have been previously analyzed. This happens despite of it being based on solid foundations that allow its identification and understanding.

The ex-President also states in his speech that other countries have already applied the model of a good government: "On the other hand, in a country such as Singapore, which has become a good government model for the world, shows how everyone wants to be part of a good government model" (Santos 2010). We can conclude that, even though it has factors of different models, a good government is a cross between models already existing in other countries.

During the development and unfolding of public management models, we must always keep in mind what is happening, what the government is living and its citizens in order to find more effective ways to facilitate the adequate development of management. This will consolidate it as a determining factor of decisions to satisfy the needs of the population.

Also, we can understand that public management is the fundamental basis for the creation of a solid and legitimate state since it helps establish the right public administration by providing the tools and mechanisms that are needed. Due to all the challenges that Colombia has faced in the last century, war, poverty and corruption, the consolidation of the state has not been successful and the reforms have fallen short and because to this implementation and success of a good government is almost impossible.

A basic error that happens in all governments of Latin America, is giving for a fact that whatever works in other countries will work for them; this being completely false. It has to be stressed that the importance of analyzing the current state of the country in order to determine what could be possible and if it'll be beneficial for the society and what won't, in order to use the right tools and management models.

Bibliography

- Aguilar, L. (2010). *Governance: The new ruling process*. Mexico: The Friedrich Naumann Foundation for Freedom.
- Arenilla Saenz, M. (2010). *La administración entre dos siglos*. Madrid: National Institute of Public Administration.
- Barzelay, M. (1998). *Atravesando la burocracia. Una nueva perspectiva de la administración pública*. Mexico: Economic Cultural Fund.
- Barzelay, M. (2003). *La nueva gestión pública*. Mexico: Economic Cultural Fund.
- Bazaga, I. e. (1998). *El consumo y la calidad de los servicios públicos. Estudio de caso de la ciudad de Coslada*. Madrid: Community of Madrid, City Council of Coslada.
- Benington, J., & Moore, M. (2011). *Public value: theory and practice*. Great Britain: Palgrave Macmillan.
- Bobbio, N., Matteucci, N., & Pasquino, G. (2000). *Diccionario de Política*. Mexico: Siglo Vientiuno Editors.
- Brugué, Q. (2004). "Modernizar la administración desde la izquierda: burocracia, nueva gestión pública y administración deliberativa". *Reforma y Democracia Magazine* N°29.
- Brugué, Q. (2011). "Recuperar la política desde la deliberación". *Internacional de Organizaciones Magazine*, n°7, 157-174.
- Cejudo, G. (2011). *Nueva Gestión Pública*. Mexico: School of Public Administration of the DF and Secretary of Education.
- Del Pino, E. (2004). "¿Por qué importan los ciudadanos? Tipos de actitudes y consecuencias para el modelo de administración y la vitalidad democrática". *Reforma y Democracia*, n° 29.
- Denhart, R., & Denhart, J. (2000). *The New Public Service: serving rather than steering*. Public Administration Review, 549-559. 59
- Dunleavy, P., Margetts, H., Bastow, S., & Tinkler, J. (2005). *New Public Management is dead - Long live Digital-Era Governance*. Oxford University Press.
- Gruening, G. (2001). "Origin and Theoretical Basis of New Public Management". *International Public Management Journal* 4.
- Iacoviello, M., & Pulido, N. (2008). "Gestión y gestores de resultados: cara y contracara". *Reforma y Democracia Magazine* N° 41, Caracas.
- Jørgensen, M., & Louise, P. (2002). *Discourse Analysis as Theory and Method*. London: SAGE Publications.

- Majone, G. (1997). *Evidencia, argumentación y persuasión en la formulación de políticas*. Mexico: Economic Cultural Fund.
- Marinez, F. (2013). *La gestión del nuevo servicio público*. Montevideo, Uruguay: XVIII International CLAD Congress.
- Martín Olmos. (2009). *La Gestión por Resultados: surgimiento y estado actual del debate*. Buenos Aires: Ponencia presentada en el XIII International CLAD Congress.
- Martins, H. F., & Marini, C. (2010). *Una guía de Gobernanza para Resultados*. Brasilia: Instituto Publix.
- Moore, M. (1998). *Gestión Estratégica y creación del valor público en el sector público*. Barcelona: Paidós.
- Mulgan, G. (2009). *The Art of Public Strategy. Mobilizing power and knowledge for the common good*. New York: Oxford University Press.
- Osborne, D., & Gaebler, T. (1992). *Reinventing Government*. Wokingham: Addison-Wesley.
- Ramió, C. (2001). "Los problemas de la implantación de la Nueva Gestión Pública en las administraciones públicas latinas: modelo de Estado y cultura institucional". *Caracas: CLAD Reforma y Democracia Magazine Nº21*.
- Rodríguez, A. D. (2004). *Diccionario Político*. Bs. As., Argentina: Claridad S.A.
- Rothstein, B. (2012). "Good governance". *En D. Levi-Faur, The Oxford handbook of governance (págs. 143-155)*. New York: Oxford University Press.
- Santos, J. M. (7 de Agosto de 2010). Presidencia de la República de Colombia. Obtenido de http://wsp.presidencia.gov.co/Prensa/2010/Agosto/Paginas/20100807_15.aspx
- Santos, J. M. (2 de Diciembre de 2010). Presidencia de la República de Colombia. Obtenido de http://wsp.presidencia.gov.co/Prensa/2010/Diciembre/Paginas/20101202_17.aspx
- Santos, J. M. (7 de Agosto de 2014). [Presidencia de la República de Colombia](#).
- Subirats, J. (1994). *Policy instruments, public deliberation and evaluation processes*. Madrid: Centro de Estudios Avanzados de Ciencias Sociales.
- Subirats, J. (2010). Si la respuesta es gobernanza, ¿cuál es la pregunta? Factores de cambio en la política y en las políticas. *Ekonomiaz* 74, no. 02, 16-34.
- Weber, M. (1997). *Economy and Society*. Mexico: Economic and Cultural Fund.

Annex.

Speech of ex-President Juan Manuel Santos Calderón.

The time has come to Colombia!

Bogotá, August 7 2010.

The following is the speech of President Juan Manuel Santos Calderón, assuming as Head of State at a ceremony held in the Plaza de Bolívar in Bogotá.

“Thank God! Thank you Colombia!”

Our country is a marvelous combination of cultures, races, talents, natural wealth, which makes us unique in the planet. As an acknowledgment to this cultural and ethnic diversity, this morning I went with my family to the great Seiyua ceremonial temple, in the Sierra Nevada of Santa Marta.

There we met with leaders and representatives of the Kogi, Arhuaco, Wiwa and Kankuamo, heirs to the millennial Tayrona culture. They have gone before us in the possession of these lands, and even today watch from their reservations by the balance which should govern our nation and our relationship with the universe. In a symbolic act, but with transcendental meaning, the “Mamas” handed me a baton and a collar with four stones.

One represents of the earth that we should take care of. Another represents the water that is the source of life. Another represents nature with which we must be in harmony. The fourth represents the government, which must respect the order of nature and the will of the Creator. Land, water, nature and good governance - those symbols cherished rights - will make an integral part of the administration that today we begin.

The message from our “elder brothers”, because they are, the guardians of universal balance, today I transmit with excitement, excited to more than 45 million compatriots who come from the indigenous heritage, the legacy of Spain, from rich African contribution, and so many other aspects that have built what we are. It’s the message of life, of harmony, and unity within diversity. I the message of the peaceful and wise Colombia that we want to leave to our children.

Doing honor to that message, today I solemnly reiterated, in this historical Bolívar Square, that I will preside in a government that will be of National Unity and seek social prosperity for all Colombians. Two hundred years ago, in this same square, a handful of “neogranadinos” took the first steps in our path toward independence.

We are the Bicentennial generation: a generation with a sense of past and future-oriented. Upon assuming the office of President of the Republic of Colombia, the highest honor, but also the greatest responsibility that grants the Homeland, I feel like watching us from the history our parents Bolívar, Santander, Nariño and all the men and women who fought for our freedom. If they return, they would see with joy and wonder how much we have grown in this country; how much it has multiplied; how much it has been transformed. But I also feel disappointment, because two hundred years later we have not achieved the social justice, nor consolidated peace, brackets of true freedom, that freedom

by which they lived and died. If we are to achieve the full economic and social development, we have to build unity among us, the heirs of the liberation efforts.

In the bicentennial of our independence its more appropriate than ever for Colombians to decide by union and not by confrontation. A Government of National Unity, as I propose, which raises is not a bureaucratic distribution but rather a great alliance to consolidate the Colombia we all dream of. The calling I have done to national unity implies leaving behind sterile confrontations, devoid of any content, dependencies and overcome the senseless hatred between citizens of the same Nation. It involves the convening of the finest minds and best wishes to build a better country.

It means reaching broad agreement on what is fundamental, as Alvaro Gomez Hurtado would say, that great leader assassinated by the dark forces that had been made to our homeland and that we are committed to finish. An agreement on the need to have a strong democracy; a stable and prosperous economy; a fair homeland in the economic and social; a nation secure and at peace.

I said it on June 20th and I will repeat it before my countrymen:

I am and will be the President of National Unity!

But let's be clear: I don't want a country without political parties nor ideological disputes. Colombia needs solid, serious parties and permanent vocation, with different positions on society and the State. In his famous speech in the Homeland Theater, as President-elect of Colombia, Alberto Lleras Camargo - who was the first Secretary General of the OAS- 64 warned that "a civil society without parties does not exist, nor can a democracy operate without them." You can either operate a true democracy without a free press - with which I have been committed my entire life-, without serious opposition, or without the balance weight of power.

That is the democracy we defend!

In our time, the concept of freedom has its reason of being and its full expression if it is linked to the dimension of justice and the magnitude of the social welfare. That is why I proposed to Colombians during my campaign-and they responded with a vote so overwhelming that I exalted and agree-that Colombia had to take a step toward Democratic Prosperity. The time has come for the natural assets that we were awarded with such abundance and that we Colombians have multiplied with ingenuity and wisdom, not be the privilege of a few but that are within the reach of many hands.

That is the essence of the Democratic Prosperity. A house worthy of a stable job with fair wages and benefits, access to education and health. Basic well-being, with peace of mind, in every Colombian family. Only in this way, if no Colombian gets up in the morning with the uncertainty of its daily sustenance, only then will the existence of a society with a collective force be possible, capable of dreaming a common future. If we overcome the challenge of poverty, the intellectual and economic potential of Colombia will take off as an unstoppable force. Therefore, I reiterate today, before the vigilant statue of the Liberator, the poor will not let you down.

We will not fail the poor!

We will work to diminish poverty with the same intensity and the same commitment with which we fight - and we will continue to fight terrorism and other enemies of Colombia. Today I am speaking to more than two and a half million fellow countrymen who are in situation of unemployment, and their families. When I said in my campaign that mine would be the government of Work, work and more

work, were not empty words! Our goal is to reduce unemployment to a single digit, as well as to support entrepreneurship for more profitable companies to emerge, more income-generating enterprises work.

With the creation of the Ministry of Labor and Labor Development, with shock policies for the immediate generation of work; with laws such as the First Job, a proposal by the Liberal Party to give incentives to those who hire young people entering the labor market, and with the train of our economy moving forward at full speed, we will fulfill our promise. And I would like to be emphatic: the priority, the obsession of my Government, will be the generation of social prosperity through job creation. I agree with those who have nothing and with those who have tired of waiting.

All our efforts, all our endeavors, until the last minute of every day, will be aimed at combating poverty and unemployment, which do not have to be eternal conditions for Colombians! He also spoke of the children and young people in Colombia: Our commitment will be to provide everyone - without exception, and from early childhood - a nutrition and quality education in all its stages, which will allow them to grow as integral human beings. We want every student has access to a personal computer and bilingual education.

We will implement a comprehensive program of scholarships-credit so that lack of resources ceases to be a reason for the high school graduates entering the technical or university education. We will promote the integration and collaboration of universities with companies to ensure the provision of a relevant education contribute to development and employment. We will reform the general system of royalties for which, among other things, ten percent of them are used throughout the country to science and technology.

Everything with the purpose that you and the youth of Colombia will be active participants in the global society of the XXI century!

We also owe it to our children the obligation to ensure, with responsibility the preservation of our environment and the future of our planet. We are one of the nations with the greatest biodiversity in the world, and with greater water wealth, and we are called upon to preserve them for the good of ourselves and humanity. We will create the Ministry of Environment and Sustainable Development, and the National Water Agency, to ensure a greater protection of water and our natural resources. As a wise naturalist said, "The world is not a heritage from our parents, but a loan from our children."

That is why we will work for the environment, in order to pay the debt that cannot be postponed to new generations. To the families of Colombia; those who deal every day with health problems, with the payments of leases or mortgages, with the challenges of everyday life, I would like to send them a message of hope:

We will work to have quality health care, for their right to decent housing, so that they can walk the streets without fear for their safety. The government of President Uribe made a great effort to increase health coverage, but we still have a long way to go.

We will be conducting a reform in which, starting from the creation of the new Ministry of Health - emphasizes on prevention, unifying the Mandatory Health Plan for all regimes, and promotes good governance in the sector. Another priority of my Government will make possible the dream of every Colombian to have a decent housing for your family. We set ourselves the goal of doubling subsidies

and of building at least a million new homes the next four years; decent housing to respect the human condition of its inhabitants.

From the new Ministry of Housing and Urban Development we will articulate policies so that all Colombians can say when they come out of work - because they have work! - And be able to go home. And when they say "home", it is because it is their own!

We are going to put the shoulder to our cities, to improve their safety and mobility, and to close the social gaps and opportunities among its inhabitants. We will launch a comprehensive strategy of citizen security so that urban centers are to be social spaces of coexistence, where children, women and the elderly, can play, walk and live quietly, without fear or uneasiness! And I want you to hear me in the fields - in the mountains, on the plains, the jungles, on the shores of our land - the peasants of Colombia. We are going to defend the Colombian peasant, we are going to turn them into entrepreneurs, to support it with technology and credit, to make every peasant a prosperous Juan Valdez. Because that peasant is the person capable of feeding to Colombia and to help sustain a world hungry for food.

Colombia can be a productive pantry for the planet, and we will work hard to make it so. We are also going to work for the peasants to be the owners of the most productive lands of Colombia and to exploit. The phenomena of drug trafficking, terrorism, violence, that our country has suffered, they made a good part of the best lands' end up in the hands of agents of violence.

We are going to reverse it!

We will present to Congress a draft of Land Law, and we will accelerate the mechanisms of extinction of ownership, for which the lands that the State has seized from criminals, and we are going to seize, to return to the peasant hands, to those who really work them with dedication and with sweat.

With safer fields we will promote the return to their plots - as we've been complying with the whole accompaniment of the State - of internally displaced persons and victims of violence. First of all, we're going to train and we are going to support to regain their productive lives, in their lands of origin or where they are today. Of course, to achieve all these social developments, we require a healthy and prosperous economy. Our country's economy has to grow increasingly, because the expectations and needs of our people also grow every day. Together, the government and private sector, employers and workers, we are going to push the five locomotives that will take off our economy, with a destination true: that of peace and prosperity; that of peace and the creation of employment.

With the field, infrastructure, housing, mining and innovation we will start the engine of progress and prosperity, to pull wagons of industry, trade and services, which are the major generators of employment. To overcome a lag of decades, we will be compelling in the planning and execution of major works of infrastructure that the country needs, and we will demand neatness and compliance in their recruitment and development. We will manage public finances with fiscal responsibility and monetary liability, not only for the present, but also thinking of future generations. Following an adequate fiscal rule, we will save the resources boom times in order to be able to deal with the solvency crisis times.

And I want you to listen to the investors of our country and of the world: Here in Colombia you'll always find confidence and friendly soil. I am convinced of the need for investment to generate development and employment, and that is why my administration - following the guidelines of

investor's confidence of the government of President Uribe - we'll be friendly towards investment, with clear and stable rules.

I speak now to regions and the minorities of our country.

In our government we will advance toward effective decentralization, which respects the regional autonomy and the diversity that enriches our Nation. We will present to Congress the reform to the regime of royalties and create, Dr. (Armando) Benedetti (Chairman of the Congress) the Regional Compensation Fund to close the development gap between the peripheral regions and the center of the country.

A major challenge for the new Congress will be the approval, finally, of the Law of Territorial decentralization to promote and develop the rights of ethnic minorities enshrined in the 91 Charter. The regions established by the Constitution to promote economic and social development, are going to be a reality. In the middle of the will and tenacity of over 45 million good Colombians, there remains, however, a tiny minority that persists in terrorism and drug trafficking, to obstruct our path toward prosperity. All the organizations we will defend legal and illegal the we will continue to fight without truce or barracks.

We will not rest until the right that belongs to everyone and every township of our nation fully prevails in our homeland. With the consolidation of democratic security, we have made significant progress in this direction like never before, but a long way to go. To reach this end will continue to be a priority, and I would ask the new dome of our Armed Forces to continue giving results and producing compelling advancements. At the same time, I would like to reiterate what I have said in the past: The door to dialog is not locked with a key.

I aspire, during my government, to sow the foundations for true reconciliation among Colombians. A real disarmament of the spirits, built on enduring foundations that do not feed false hopes, not to allow more deceit and that do not lead to new frustrations in a country which, from the depths of his soul stained with blood, what you most want is peace. We have to assimilate the lessons of the past and learn from the mistakes made in this struggle to overcome a confrontation that has been tearing us apart for too long. It is true that those who do not learn from history are doomed to repeat it. But the Colombian people have assimilated very thoroughly. And that is why it expresses, every day and in all forms, its rejection of those who persist in a senseless violence and fratricidal war.

The illegal armed groups who call upon political reasons and now speak again of dialogue and negotiation, I say to them that my Government will be open to any conversation seeking the eradication of violence, and the construction of a society that is more prosperous, equitable and fair. I insist on unalterable premises: the renunciation of weapons, to kidnapping, drug trafficking, extortion, intimidation. It is not a requirement of a capricious ruler of the country.

It is a cry of a Nation!

But as long as we do not release the abductees, as long as they continue to commit terrorist acts, while they do not return the children recruited by force, as long as they continue to undermine and contaminate the Colombian fields, we will continue to face all the violence, without exception, with everything that is within our reach.

And you, those listening, know we're more than efficient!

I have said, and I'll repeat it: It is possible to have a peaceful Colombia, a Colombia without guerrilla, and we are going to prove it!

By reason or by force. Be the moment - in this square that witnessed the birth of our freedom - to make a tribute, the fairest of them all, our Armed Forces. I extend my greetings of gratitude to our soldiers, marines and police officers that right now, risk their lives to protect all Colombians, as well those who preceded them and happened in the Ministry of Defense.

Honor and Glory to the Armed Forces of Colombia!

As its supreme commander, I will work with the Armed Forces and by the Armed Forces, to finish consolidating security and peace of mind throughout the national territory. I would like to pay a special tribute, also a tribute from the bottom of my heart, to a man that will shine in history as the one who returned to Colombians the hope of tomorrow and the possibility of traveling without fear in our beautiful country: President Alvaro Uribe Velez.

The next generations of Colombians will look back and discover, with admiration, what was the leadership of President Uribe, a great and unrepeatable Colombian, which laid the foundations of a prosperous country and peace that will live on. You will also remember that by his side, as support for his affection and his home was an exceptional woman, an example of clarity, simplicity and human quality, who worked with dedication and discretion for the fairest causes: Mrs. Lina Moreno de Uribe.

Thank you, thank you, a thousand times thank you, President Uribe, to you and your family, for leaving us a country where it is possible to speak of progress and prosperity, where it is possible to talk about the future and it is possible to speak of peace! I receive this legacy today with humility and respect, and proclaim that I will fight to consolidate and increase your immense work of government. We are not taking a step back in the path we've travel and, as I promised in my campaign, we will move from the democratic security toward Democratic Prosperity. Because if this country, in these two centuries, has reached so many achievements of development in the midst of the siege of the violent, you will see the world what we are capable of Colombians when we consolidate peace!

As in all nations and societies, there is another sector in Colombia as ambitious and as ruthless that lurks and attacks from the shadows. It is the scourge of corruption. That is why, as well as to the heads terrorists are converted into high-value targets to locate and neutralize them, we will pursue and fight corrupt individuals who steal the resources of Colombians. We will fight with the same decision the official or the private corruption, and the relationship of communication vessels between the two. In order to be more effective in this effort, we will present to Congress a comprehensive statute of the fight against corruption, which consolidates, coordinate and strengthen preventive and punitive action of the State against the corrupt.

We also intend to adhere to the Anti-Bribery Convention of the Organization for Economic Cooperation and Development - an association of countries engaged with economic responsibility and best practices, to which we aspire to enter - as a significant step in our commitment against corruption. And it is very clear: If anyone in its interior shelters the dark intent to profit from public assets, I warn you from now that you don't try to make part of the government that begins today. I have said that in my administration I will apply the postulates of good governance, and I shall do so. The principles of efficiency, effectiveness, transparency and accountability are going to preside over the actions of the National Government.

We will rule with a glass urn!

To be a public server will be synonymous with commitment to the general good, a task that summons the best citizens, and the most ethical, to work for their country. There will be indecent assault in the management of the public, because that is an essential condition for a good government. As an integral Democrat, I believe and always defend the independence of justice in Colombia, which is an essential condition of the separation of powers, which is the soul of modern democracy.

That is why I reiterate my invitation today to the High Courts to work in complete harmony, seeking prompt and effective justice for all Colombians, and to fight impunity, which is one of the great challenges of our time. Next Monday I will meet with the judges to cement this harmonic relationship, which is essential for the proper development of the State.

We may reinstate the Ministry of Justice as a Ministry of Justice and of Rights that will articulate a State policy to strengthen justice and to protect fundamental rights. It will be a ministry that will not only have dialogue with the Judiciary, but will lead the State's legal strategy, preserving legislative consistency and ensuring the training of lawyers. A ministry, more than respectful, will guarantee the independence of the judiciary. We will conclude with the courts, and then promote in Congress, a reform to the justice that affirms the faith of the Colombians in their judicial system, which will provide us with legal certainty, and that complements the accent that put the Letter of 91 in justice and rights.

As it has been said by someone who was my professor on two occasions, Nobel Prize winner Amartya Sen, a modern reform of justice implies to face from politics the daily injustice of real life. 75 Colombia is called to play a very important role to in the new global spaces, and we aspire to assume - after 40 years of being on the defensive - the leadership in the international scenarios. You have to know how to globalize and not just be pushed towards it.

To do this we will launch a modern foreign policy that looks to the future, with contingents of diplomats who multiply the presence of Colombia in the multilateral agencies and deepen bilateral relations. Respect, cooperation and diplomacy will be the axes of our international relations. We want to live in peace with all our neighbors. We will respect to be respected. We understand that on the ideological differences imposes a shared destiny of brothers in history and blood; that unite us common purpose to work for our people and our region. And it should not be necessary to say it, but sometimes you have to emphasize what I understood: As I do not recognize enemies in national politics, I don't have them in any foreign government.

The word war is not in my dictionary, when I think about Colombia's relations with its neighbors or with any nation on the planet. Those who say they want war, has never had the responsibility of sending soldiers to a war of truth. I have had this responsibility; I have sent our soldiers, marines and police to combat terrorism; I have comforted their widows and orphans, and painful it is this. That is why I want to be very clear at this delicate point. Because, before a soldier, I have been a diplomat.

I'm proud of being the architect, in the 1990s, as Minister of Foreign Trade, of the integration with Venezuela, with Ecuador and with many other countries of the world; an integration that generated hundreds of thousands of jobs that brought prosperity and well-being of our peoples One of my fundamental purposes as president will be to rebuild relations with Venezuela and Ecuador, restore confidence, and to privilege diplomacy and prudence. I thank them for so many people of good will who have offered to mediate in the situation with Venezuela, but I must honestly say that, given the

circumstances and my way of being, I prefer the frank and direct dialog. And I hope it's as soon as possible.

That is if: a dialogue within a framework of mutual respect, reciprocal cooperation, of firmness against crime, and honest and open communication. Good relations benefit all of us, because when governments dispute, it's the people who suffer. Each country in our region has great strengths, but if we work together we have great potential!

That is why we firmly believe in the unity and fellowship in Latin America, which are the legacy of our liberators, and the imperatives of our time. That has well been said by the great Mexican writer, and my good friend, Carlos Fuentes: "democratic States in Latin America are challenged to do something which until now was only expected of revolutions: to achieve economic development along with democracy and social justice". This Latin American unity must also be expressed in solidarity.

Last week, at the end of a tour through twelve countries in Europe and America, I had the opportunity to visit Haiti and to meet with many Haitians and with their own President Préval. I have to say, with an aching heart, that the distressing reality it finds exceeds the imagination. Latin America and the world must do much more. The great help that was announced has not arrived, or at least not seen. We cannot, ladies and gentlemen, we can't move at ease toward the future, leaving behind the huge tragedy of the Haitian people!

In this central day of our democracy, I would like to make, before the country and the world, an express declaration of principles. Respect for life is a sacred mandate. Respect for freedom and integrity of the people is an unavoidable obligation of any State that is called democracy. The defense of human rights, listen well! It will be a firm commitment and unwavering from my Government, and so he reiterated today before my fellow citizens, before the honorable members of Congress and before the international community. We do not by external pressures or impositions. No, we do it because we are born of the most profound democratic, ethical and human conviction.

Colombians:

I invite you to share with me the construction of a new dawn. In this new dawn we have a historic opportunity to transform Colombia and assume a positive role in the international stage.

In this new dawn, we are going to develop the potential of our people, our land, our regions, and to conquer the global opportunities for the next 50 years.

In this new dawn we will aim for Colombia, in less than a decade, to be recognized internationally for its very high quality human capital, for its social equity, economic capacity, entrepreneurial and technological world class.

In this new dawn businessmen, scientists, students, artists, athletes and ordinary citizens will become symbols of overcoming, excellence, professionalism and innovation. In this new awakening, our country will stand out in the most important issues for mankind, such as the sustainable use of biodiversity, clean energy, food security, technological development and the same creative industries. It will not be easy, and we are aware of it; it will not be easy, but we can do it if we work together, reaching national consensus and pushing all in the same direction, the direction of peace and prosperity. It is time to demand more from ourselves as a society, to demand more from ourselves as

a country. We have to go far beyond what we have come; we have to think big; have audacious goals, with vision, with ambition.

From the national Government, with the Vice President Angelino Garzón -a formidable social leader and human rights defender; and with a luxury team, trained and willing to serve the country with probity and professionalism, we will do all we can to that new dawn becomes a reality.

Now that we are ready to take a leap into democratic prosperity, the new Congress of the Republic has a historical responsibility with Colombia, and I am sure that it will not be below expectations. The forces that have expressed their commitment to our Government of National Unity. Those who want to assume the opposition have been informed with my absolute respect and all warranties, because its political control and oversight are necessary for the strengthening of our democracy. As representatives of the supreme interests of our nation we have to give example of work and honesty, an example of good governance! The political class is seen with distrust by the major part of societies in Colombia and the world. It is in our hands to demonstrate that the reality is different.

I ask God Almighty, the Colombian people, the international community, to join me and help me to take forward the great mission and responsibility I assume in this bicentennial year of our independence.

I would like to thank from now, on this unforgettable day of our lives, my wife Maria Clemencia, and my children Martín, María Antonia and Esteban, because I know they will be my strength and my refuge in the difficult days of government, and they will understand and accompany my sleepless nights, and the time that we give in servicing the homeland.

Any sacrifice that awaits me on the journey that today I will begin, I will receive it with joy, if I can provide to the Colombian households a little more well-being, a little more justice and the divine gift of peace. Seventy-two years later, he signed with taste, with enthusiasm this destination for me and for my homeland. Because the years pass, so pass the presidents; as big and as ephemeral is power, but Colombia shall always prevail.

I want to contribute with work, with love, respect, neatness, with humility and compassion, for that this great Colombia, cheerful and courageous may become one day a nation in which it is not only just and prosperous, but also completely happy. Many countries in history have overcome difficult stages of violence, underdevelopment, conflict, and today are an example of progress and social justice. Colombians: now it is our turn! Now it's up to us.

Tomorrow is knocking on the door and together we will open it start this road to prosperity. Because the time of truth has come. Now is the time to assume our destiny. Now is the time to bury hatred. Now is the time to sow peace. Now is the time to build-states, as it should be - a country that fills us with pride, a dignified country for our children. Compatriots: The time has come Colombia!

ANNEX 2.

Words of the President Juan Manuel Santos during the award ceremony of High Management 2010. Bogotá, Dic. 2.

"I am pleased with this act, this Tenth National Award of Senior Management, which constitutes a recognition of the entities and the 81 public servants who have demonstrated successful experiences in their different management models.

As you know, I have always been convinced of the immense importance of good governance. I even founded an organization that we created in the year 94, called the Foundation Good Government. And I would like to congratulate Elizabeth Rodriguez, the director of the Administrative Department of the Public Function, for her work as the head of this institution and the organization of this Award. In the two years since she was appointed by President Uribe, Elizabeth has made a lot of progress in governance and public administration. I would also like to congratulate the winners for their successes, for their awards.

As we mentioned: in the municipal category, the mayor of Rionegro, whom I have known for some time, I have followed his footsteps, and he has become a real model for municipal governments throughout the country. The much deserved winner in the category of capital of department, put the 'House In Order' and achieved financial stability: the mayor of Barranquilla, the municipality of Barranquilla. Many congratulations because you have done a really important job. And of course, in the national category, the Air Force, the Corporation of the Aeronautics Industry in Colombia, a case that I knew very well when I was Minister of Defense.

Through an agreement with the Air Force, this organization has achieved important projects for innovation in many fronts, and above all has strengthened the ability of our Air Force and our airline industry throughout the country. I would also like to congratulate all who ran. As Elizabeth said, I think we beat record: more than 200 entities postulated for this award. And that means, when one postulates, which has a true vocation of service, good governance and excellence in service, which pleased us.

All are models and examples of good government for the rest of the public administration. And of course, I would like to thank especially, as has already been said here, to all who gave valuable time, and a lot of time, to serve as evaluators, of juries in this Award.

Odes to the people who are here as jurors since they are people of great importance in the national context, each in their activities. We appreciate the effort they have made. Be assured that it is time very well spent, because everything that we do to improve public administration is something that translates directly into a better state. And a better State means a better society. Many thanks to all of you.

Good governance has been from the beginning one of my priorities. We create the High Counseling for Good Governance, with Mary Lorraine Gutierrez leading it, whom retrieved at Universidad de Los Andes. The dean of the University does not cease to reprimand me because I took you, his star. But I told Dr. Angulo that this is a service to the homeland, a good cause. And I think that we are already, in such a short time, seeing the results.

An Effective Public Management should be oriented to results, to innovate and to develop efficiency initiatives, such as the rationalization of procedures to the interior of the 83 entities, shared services, better internal control, better use of technology. I remember when Maria Helena told me something of common sense, but that had seldom been put in place here in public administration. She said to me: when one speaks of the struggle against the procedures, to simplify the processes, we always speak of the relationship between the citizen and the State. But the citizen who really matters to you is that the State within the State functions properly. Because when you go to a window and says: 'Return within 15 days', and returns on 15th day and say: 'Come back in a month', that means that the State within the State does not work.

That is why I am very pleased that the Prize of the year has this element incorporated. Because you will see that, if we concentrate in that aspect, the results are going to be quick. Because they are already diagnosing the steps of the citizen with the State, but very little discussed are the procedures within the State itself.

Government Innovation implies then to take a look into the future, to create a new management model, a new model of administration of the entities. And it is not innovating just to innovate but to generate added value. As well as in the companies who adds value to the product, here they add value to the public service and the service toward the citizen. This also implies align incentives toward the purposes we public servants, which the Government. But people question: well, but what is the Good Governance?

We understand by good governance, the ability of the state to permanently improve its management, its participation spaces, its dialogue with society. It is an attitude, is a philosophy of work and, above all, teamwork, I would say that it is based on five points, five pillars. The first, very elementary but very important, efficient use of resources. This is essential because it touches a very sensitive subject: citizens' confidence in the public servants, staff members.

The citizens are confident that we are going to make good use of public resources, which are limited and often insufficient for the immense responsibilities that we have. If there is trust, the State works best. I have told all the ministers, and I would like to extend the appeal to all staff: we must be efficient, very efficient, in the use of resources, assigning them to priority tasks and high-impact, being creative in seeking solutions that have not been found before, to think the unthinkable, in the field to be effective in the use of resources: do more with less. If we do that task: try to make money last, if we assume this attitude, we are going to give a very important step. Because we do not say lies: The State has been characterized by its inefficiency and by squandering resources. Since they do not belong to one, then whoever comes after pays. This is the worst of all paths, the most expensive and also generates more corruption.

An example of this attitude, this innovation, are the public-private partnerships. Always work better and help us to achieve the goals of government. Because when one works with the private sector in a concerted manner, in a certain way we mutually look after one another and generally the private sector gives it a more dynamic and agile to the functioning of the public sector. And we want, in this sense, that Colombia is a model of public management and public-private partnership. 85

We have already taken several steps in this direction, and we have identified priorities quite clear. Because the art of governing, within the many definitions, is also the art of prioritizing. Then there, if one covers a lot, tightens very little. If one has priorities and concrete objectives, one can fulfill.

Our Development Plan - very complete and very extensive - for example, has three priorities very simple, very elementary, but very important for society: more security, less poverty and more employment. This small triangle defines the entire Development Plan which we have called 'prosperity for all'.

All ministers will be aligned to pursue those goals. All ministers will have certain management indicators in all their actions, to tell us how they are contributing with each of their actions, each of their policies, to those three fundamental objectives. And we are going to evaluate them, not only in terms of indicators of each Ministry - for example, the Ministry of Housing: how many homes have they built to meet the target of 1 million houses - but also that as it's reflected in the achievement of the objectives of employment, poverty and security. Each entity will have specific goals and we will make a permanent process of accountability. Dr. Mary Lorraine is wanted by everyone. I don't know if within a year she will want to see her, because it's going to be very demanding in the fulfillment of those plans.

The second pillar of good government is something very elementary but also very important: transparency and accountability. We must always remember that the State is at the service of the citizens. We are public servants and we are at the service of citizens, not the citizens in the service of the State. Our leaders are citizens. And we always have to keep that in mind, in our attitude. Because otherwise, if one interprets it upside down, 86 usually happens which is so common: the pride of the official, the arrogance of the staff member. This is the worst of all models in order to be a good public servant.

In transparency is also necessary to emphasize the quality of sources of information. Transparency is based on that: on the results of the Government being credible. And that is why the sources of information are of very special importance. Look at countries that have deficient systems of information: the markets do not believe them. That automatically raises the cost of capital, generates all kinds of problems. This is why transparency, the fidelity of the sources of information, and that the people understand that what the State or official says is true. When the officials say, that the State built many homes or the unemployment rate is this much or inflation is that much, and people will believe it, that feeds immediately the public policies designed to achieve those goals. When people do not believe them, this greatly complicates the work of the officials.

We have appointed a new director of Dane, Dr. Jorge Bustamante, whom I told him very clearly: 'You have to work morning, afternoon and evening, to maintain and increase the credibility of Colombians in the Dane'. Let everyone know that the Dane is an institution that is not in the service of the Government, but in the service of the citizens. And with that attitude the Dane is going to be able to earn more and more confidence. And I also told him that information must be very timely. Because of little it serves us that the Dane publish the figures of unemployment or economic growth with months of delay, because this is what it means to do the work of an entity as a Dane.

It is there that citizenship plays a very special role of watcher and determines that indeed what is being said by the state is true. I would like to stimulate that function of watcher on behalf of the citizens, so it can permanently be ratifying or questioning if you do not believe that what the government is saying is true. Because there is nothing better than having, I repeat, public confidence of citizenship, in the figures. And nothing worse than when that trust vanishes.

Colombia is a pioneer in e-governance in Latin America, with the Digital Plan Vives that we launched a few weeks ago, and we will work to consolidate leadership in the field of technology for the use of information and procedures. We have a very big responsibility with our fellow countrymen, and in particular also with those who are not accessed by one way or another to the State services. Information and transparency also play a very important role here: that all Colombians know what the State does and what the State offers.

In these 18 Agreements for Prosperity, a constant that has emerged is the lack of effectiveness of the State to sell what the State does and what the State offers. For example, if one has some programs for the poor, but the poorest population is not aware of what the state does, they are never going to be able to access that service. There is a huge funnel, where all staff must make a great effort to reach out to all corners of the motherland with credible information for people to gain access, and with relevant information. That is a big task.

The third point, the third pillar is in citizen participation in the whole process of formulating public policies and control. We need to create a culture of citizenship, civic education, who is interested in the public matter, who understands their rights and also what their duties are. Kennedy's famous phrase during his inaugural speech said: 'Ask not what the state can do for you, but you can do for the State'. This citizen attitude greatly contributes also to the 88 effectiveness of the State, but it is our responsibility, of the officials, to stimulate this attitude in citizenship.

We will work to improve the Citizen Service, at all levels. And we have, for example, that exercise that has been very successful: I am impressed with the response from the people towards the Glass Urn. We launched it to make people feel involved, make suggestions or criticisms.

Interestingly, the glass urn has had great receptivity. And there are more suggestions, proposals, than criticism. We are pleasantly surprised with that outcome, because it means that people are interested in participating in one way or another in the participation of public policies.

The fourth pillar of Good Governance is the fight against corruption. We have already presented to Congress for consideration the anti-corruption Statute. A Statute quite complete and aggressive. Some have criticized it because they say it is too much. Anything that is designed to control corruption in a country like Colombia, is more than welcomed. There we are introducing new elements in the fight against corruption. We want the corrupt to pay their sentences in prison. You no longer have any privileges, such as the ones had until now, in the sense that if convicted you are going home. To pay as all criminals, because they are criminals.

The resources of the State belong to all Colombians. If everyone contributes, everyone wins, just as in the teetotum of Mockus. That is true. But if one robs the State, we all lose, because the State is all. That is why the fight against corruption must be in the first line.

In less than four months of government, we have already intervened several State entities with allegations of corruption. And I want to assure you that we are going to continue this process permanently and go fighting against corruption, as I announced in the campaign and I have been announcing. We have an elite group. I met with the attorney, with the Controller, now with the new Prosecutor, and we are going to choose sectors where we know, we know all, all of you here know where corruption is concentrated. And we are going to attack it with all we have so this can be eliminated.

And finally, we are going to move forward on a fundamental issue, what Elizabeth mentioned, that is very important to us: the vocation of public service. We need to make the public administrative career a more attractive career, so we can link it to the best professionals, so that the best people can be linked to the State. Because for a society, when the best people is linked to the State, that is the best guarantee that this society is going to progress.

I said, in a discussion that we had some time ago on the performance of different countries: why countries such as Argentina, which was a richer country than Italy, richer than Spain, which was a developed country at the turn of the last century, was lagging behind and came to a crisis? Because they despised the importance of the public topic and left to the mediocre the management of the State. And the elites considered that entering the State, to be a public servant, was something that wasn't worth it, that was kind of a secondary position. And look at what happened to Argentina. I hope that they are recovering.

On the contrary, in a country like Singapore, which became a model for Good Government, all over the world everyone wanted to enter and form part of the Government. Then to make a career in the state attractive is fundamental. We have to change the social status, the prestige. Just as we have to change the status to technical careers.

We have a deficit of technical careers in higher education. And what is the problem or part of the problem? That one goes to a high school student and says to him: What do you want to study? And they respond that they want to be a lawyer or economist. And why not study this technical career? No, because that is not well seen. Even if that technical career pays more. Because today it is a higher paying career than many of the traditional careers. Part of our effort now is to elevate the status of the technical careers, for young people to consider technical careers. The country needs it and with great urgency.

We have to do the same thing to attract good people in the public sector. I know that the salaries are not the best. To compete with private companies is very difficult. There are people who really have a vocation for public service. In this government we have had several that have made a great effort, a great sacrifice, to come and serve the country. And when asked, Repent? And how nice it is to hear a no. An example that is known: The Minister of Education was in a position that paid him five or six times what she is earning now. And then she came of Minister of Education. It is not money. I have not seen a person happier in a position than the Minister of Education, because she feels that what hopefully all Colombians feel: how nice and important it is to serve the country. The public service.

That is why public service should not be a second option for a young person. It must be the first. Train them and suddenly give them to the private sector after. Today it is the opposite: begging them to give us a good manager for a task here or there. There is an example that is used a lot that is French. There is a university, the National School of Administration, which has been the most prestigious university.

This morning we were at Los Andes University doing a workshop at the School of Good Governance in the University of Los Andes. I told Dr. Carlos Caballero, who is dean: Hopefully, this becomes the most prestigious faculty of the University, because there we can find a big group of very good officials towards the future. I hope all universities can follow that example and be successful, because that would be a big step for the country.

In recent years we have made progress towards a system of meritocracy, but we must continue strengthening it. There is still too a lot of pressure for the position for a friend, for the position for a relative: that I worked in the campaign, and then, please, I need this position, without measuring the capabilities and the true vocation. We have made progress, but we have much, much more to do. When we have a suitable public administration, the Government and the State will work much better.

But, in the end, good governance is everyone's responsibility. It is the result of teamwork. And all of us must become agents of Good Government. The public service is a very nice career, patriotic and of paramount importance for the country. That is why I want to invite you to be part of this great crusade, as public servants: we work to innovate, to become more efficient, more effective, every day, searching for the common good, for the benefit of our compatriots.

The winners of the award today and all members of the bank of successes, are an example of excellence in public administration. That is why I would like to congratulate them and tell them: You are all an example.

We want this Award of Senior Management to become an effective tool to continue exalting the goodness and the pillars of Good Government. Public administration is something that concerns all of us.

The State is the most powerful tool to change society. And we need to do more efficiently and more effectively if we are to achieve that goal of prosperity for all. This depends on us: The President, the Cabinet, you, officials, and citizens. This is why I said, and I will repeat it today: states all accomplish the objectives. We have some very ambitious goals.

Some tell me that we are putting the bar too high. Our citizens believe it, surveys say so, we cannot disappoint the citizenship that has placed confidence in us. For this reason, with a Good Government, invited it to work increasingly with more enthusiasm and with more love for our beloved homeland.

Thank you very much.

ANNEX 3.

Word of the President Juan Manuel Santos in his presidential possession 2014-2018. Bogota, Aug. 7.

THANK GOD! THANK COLOMBIA!

With these two exclamations I started my words exactly four years ago.

And I say them again today with all the gratitude. That day I ended with a categorical statement: THE TIME HAS COME TO COLOMBIA! And it has been like that.

Colombia moves today into a journey of hope, a path toward peace and social prosperity, a path that stands out among the nations of the world.

IT IS OUR TIME... AND WE WILL SEIZE IT!

We got tired of the "think small"; to believe that we are condemned to violence, inequality, to backwardness, and lack of opportunities.

Because it is not so! From my heart I believe that the time has come not only to move forward in the immediate goals but to re-think as a nation. The time has come to re-imagine the social contract that we have inherited, and institutions and policies that we have been governed. The time has come to raise the rod, to be more ambitious with our dreams.

Look at James Rodriguez, who received this morning in Spain the "Botin de Oro" given to the maximum gunner of the Football World Cup! Look at our selection or to Falcao! Look at Catherine Ibargüen, to Nairo Quintana, Mariana Pajón! What examples! What examples they have given us! They compete to win. They always want more. They work by being the best... and they succeed!

These young Colombians are giving us a clear message, they are teaching us the path of greatness and discipline. And we're going to follow them! That is why today I proclaim that the time has come to ensure prosperity FOREVER for following generations.

Colombia needs a new social pact to take the best of what we know in order to build - in a Third Way- a prosperous country with equity. A country that believes in private property and protects it; a country that encourages investment and economic growth... but you do it with heart and with social sense, for the most vulnerable, the poorest, overcome their situation and are not left behind. I am convinced that Colombia must unite around a GREAT NATIONAL PURPOSE. Because the period of government that today starts is not mine, nor of the parties that supported me, nor of the millions of Colombians who supported my proposals at the ballot box.

It belongs to everyone... Absolutely EVERY Colombian!

I know that there are people who want me here... I know that there are people that do not want me here... But that is not what matters... Because we ALL LOVE COLOMBIA. That is why we must work together! An African proverb says: "He who wants to travel faster walks alone. But he who wants to go further... walks with others!" That is what I propose: That we walk together, work together, for what we never imagined as a country. I firmly believe that Colombia must draw today a goal with which we can all commit. And what is that goal? To be in the year 2025 (in a decade)-...

- A country in TOTAL Peace...

- A country with EQUITY...
- And the most EDUCATED in Latin America.

Just imagine for a minute... a country in total peace... a country with equity... And more educated throughout the region. This vision - PEACE IN COLOMBIA, WITH EQUITY AND EDUCATION, is simple to remember, hard to achieve and deep in its meaning. And why use these three pillars? Because, if we reach it, we will be a totally different country forever. Unstoppable. Prosperous. Admired. Respected. Leaders. And because they depend in one another, they are mutually reinforcing. If total peace is not possible, there is no equity. The only way to reach equity in the long term, is through and educate population.

In addition, an educated country is less prone to violence. Each of these 3 pillars represent transformations of long range and each requires monumental effort, sacrifice, seriousness, and above all - above all - unity!

Our first pillar will be peace. Four years ago I said that the door of dialogue was not locked. From the moment we so patiently and methodically try to find a way to build a peace process that was serious, worthy, realistic and effective. A process to learn from the past and put an end - once and for all - to our history of violence. We have had important achievements. We signed the General Agreement for the termination of conflict, which established the structure and agenda of the process, and we have not deviated from this roadmap. We also reached agreements on three of the five substantive points - integral agrarian development, political participation and the solution to the problem of illicit drugs, and we are currently moving in the fourth: the victims.

Just a couple of days ago, it was agreed that in two weeks a subcommittee would be installed that will address the issues of ceasefire and cessation of hostilities - bilateral and definitive-, and relinquishment of weapons, which are part of the last point. We are before a responsible and solid process for the Colombians to give its support for the past 15th of June. And today I say: I am going to use all my energy to fulfill this mandate of peace! But more than celebrate our achievements, I would remind you that we enter the final phase of the talks. And that, as everything ends - this will be the most difficult stage and the most demanding. It will require sacrifices from all of us. And, above all, it's going to demand decisions. And above anything, decisions on the victims.

What family does not have a father or mother, a brother or sister, a cousin or a friend who has been a victim of conflict?

With the Victims Law, we took a very important step. But the crucial step is to put an end to conflict in order to ensure that there are no more victims, and that their rights can be satisfied in the best way. You have to show actual disposition to tell the truth; to clarify what happened and why; to participate in processes of repair, and to find a formula of justice that is acceptable for victims and to the Colombian people.

That is the disposition that the FARC and ELN will have to demonstrate. Unlike the past, this process has to be amended and we should clarify what happened. It will not be easy to the communities to agree to demobilized members if they do not show their willingness to repair the damage they have done. The righteousness that comes as a result of this process will not be a perfect justice. No. But it

will have to be an honest justice! A justice system that ensures a maximum satisfaction of victims; that guarantees non-repetition, and that they do not lose sight of the many Colombians who suffered the armed conflict in his paths, in their towns who did not move. For them, we also have to work.

Now... it is one thing to put an end to conflict and another is the construction of peace, which is what we have to do in the regions of Colombia. Peace requires that we all put some effort on our behalf. The guerrillas will have to begin -- bluntly its process of surrender of weapons and return to civilian life. And the government will have to put in place all the mechanisms and monitoring to be agreed, including the international verification. And give you all the necessary security guarantees: not only for the reinstatement procedure, but also for communities in the territories. Because peace has to result in greater security for all Colombians. And so it will be, because we are going to concentrate all our means and resources in the territorial security and in the protection of communities. And needless to remind you: it will be the Colombians who endorse the final agreement that will be achieved. It will be you, Colombians, who have the last word! And here I want to issue a warning: the acts of violence of the past few weeks are an unacceptable contradiction, and put at risk the same process.

Who understands that in Havana we are agreeing to the construction of veredal aqueducts while in Colombia, the FARC destroy those same aqueducts, as occurred in Granada- or seriously affect their water sources - as happened in Putumayo-? No one.

And much less it is understood that it is continued to cause civilian casualties, including children, as occurred in Miranda. The patience of Colombians and the international community, it is not infinite. Lords of the FARC: they are warned! The war continues until there is an agreement - we know that-, but... take out the children, the women, the civilians from your violent actions! Don't dynamite tracks of the peasants! No more towns without light or without water! No more oil polluting of our rivers! ACTS OF PEACE!... That's what Colombia is asking today.

And I should be clear: Colombia will continue to advance in an agenda of social justice and peace building; we will continue to advance in rural development, in the strengthening of democracy, the fight against drug trafficking, in reparation for the victims... with or without the FARC! Nothing stops us - nothing is going to stop- from being a society that has renewed its faith in itself and has found the way to progress with equity!

And this brings us to the second pillar of our vision of the country, which is equity. Four years ago I said that the poor do not fail. And DON'T WE FAIL! Two and a half millions of Colombians overcame poverty and 1 million 300 thousand came out of extreme poverty.

In this four-year period to come, we will not fail and we will advance our great goal of eradicating extreme poverty within a decade. We are complying with our housing policy and with the 100 thousand homes free of charge for the poorest of the poor, and during this period we will deliver even more, many of them for free! We will continue moving ahead in the search for a better health for Colombians, as we did with the unification and enlargement of the benefit plans, and the control of prices to drugs.

Now we are going to create a new model of health for rural areas, in order to mobilize the best hospitals toward the neediest regions, even through telemedicine. I pledge to ensure a better service for the health of all Colombians, and to improve infrastructure and care in public hospitals. The

farmers are going to continue to fulfill, to catch up after decades, Centuries! - of lag and abandonment of our field. Our farmers need better public services, more schools, Rural Aqueduct and Sewer Authority, irrigation districts, good roads to take their products.

That is why we are going to devote to agriculture, an investment budget larger than has ever been destined to our field. Also we will focus on improving the quality of life in the most depressed areas and poorest of the country, as Quibdó, Tumaco, Guapi, Buenaventura.... Precisely, last week, we launched the Pacific Plan, led initially to the integral recovery of these municipalities. Because Colombia is a country of regions, and we are proud of our diversity. But it is also an uneven country, and we have to close the gap between the territories.

That is why today I reiterate my commitment to decentralization and with greater resources for departments and municipalities, as we did with the reform to royalties. We're going to end this year with all - absolutely all - the municipalities of the country connected to broadband internet. And we have already begun to adjudicate the large concessions of fourth generation, modern highways with the best features, which in a few years will change the face of the country. Colombia will be another - and I am not exaggerating- when you build these pathways and when we finish the recovery of the Magdalena River, which is next to be awarded. Bolivar dreamed making the Magdalena River, the large artery of the country.

And we will make that dream come true!

And what greater equity - finally - that which is achieved when all Colombians that want to work have decent and stable employment. Four years ago I promised to lower the rate of unemployment to a single digit, and create 2 million jobs. What a joy to be able to say today to my compatriots that we surpassed the goal, and we are going to create - in the new period- Another 2 and a half million jobs!

And let's step to the third pillar - very important - of our vision for the future. What does it mean to have the goal of being the country most educated in Latin America in 2025?

- It means that all children from Colombia in their infancy will receive the best care, regardless of their economic status.
- It means that our teachers are "heroes" of our society.
- It means that our brightest minds will want to study and stay in the country, and that the most brilliant minds from around the world compete to study, live and work in Colombia.
- It means that we have centers of technical and technological training of such quality that companies are fighting for their graduates.
- It means that we are scientists, engineers and entrepreneurs competing bilingual among the best in the world.
- It means a new culture of love and passion for knowledge.
- And how are we going to do this? How are we to move forward in this four-year on what we have already done? The first decision is that, from next year, the education budget is the greatest of all

within the national budget, even above that of Defense and Security. That has never happened! And this is how it needs to be moving forward!

Second, we are going to ensure a universal coverage of comprehensive care for all children between 0 and 5 years, with the strategy of zero to Always.

Third, we are going to work for teachers and with our teachers because they are the backbone of a good education. We are going to give them better income and more training, and we will encourage our best high school graduates to be teachers and follow the beautiful way of teaching.

Fourth: We will ensure the total free education for all children and young people in schools and public schools. Now we are going to enhance the quality and intensity of their education by returning gradually to a full schedule, we already have in 200 municipalities. There is no right to those who have money to study 8 or more hours per day, and the others the State can only provide them 5 hours in primary or secondary school. That's where inequality begins, and that's what we are going to correct!

Fifth, we are going to improve access to higher education. Despite the significant progress, today only 46 out of every 100 young people study in higher education. That's why I made a decision: We will deliver 400 thousand scholarships, 400 thousand free quotas in higher education to the best students of Sisben 1 and 2. Because resources cannot be a barrier to talents and dreams of our young people. And sixth: I will keep and take care of the Seine - the institution most loved by Colombians- as the jewel of the crown. Another mandate begins today, and I'm going to do everything, everything in our power to transform Colombia through education.

The vision of PEACE IN COLOMBIA, WITH EQUITY AND EDUCATED boosts economic growth, with more and more welfare for Colombian families. That is why we need to learn is by memory. We need to record it in the heart. We have to tell it to our children: PEACE IN COLOMBIA, WITH EQUITY AND EDUCATED it is the vision we will change forever!

To achieve all this -of course- we need security and we need peace, which is true security. Our Armed Forces, as its supreme commander, I will tell them that we cannot let our guard down. We must continue to give results. Our countrymen expect even more of us. The Colombians need to feel calmer and more protected, not only of the criminal gangs or illegal armed groups, but also of the street criminals that affect our daily lives. That is why citizen security will continue to be a priority in our government. And that is why we will continue to strengthen and modernize our public force. Today August 7th - when we celebrate 195 years of the Battle of Boyacá that sealed our Independence- I want you to surrender all - that the whole country gives up- a tribute to the men and women of our military forces and the National Police. They have been guardians of our democracy and our freedom, and will be the guardians of peace

The international community - represented here by dignitaries from a number of friendly countries and international organizations- I reiterated my determination and my Government's determination to maintain the best and more environmentally friendly relations with all countries of the world. Four

years ago, Colombia had seemed insurmountable difficulties with some neighbors. Today we can say with satisfaction that -as some profound differences still remain in some ways – respect prevails, friendship prevails and the desire for cooperation prevails, that should exist between brothers. Of course, always protecting our interests and our sovereignty. Colombia has regained a prominent role before the world.

We are the promising Pacific Alliance, and we are working with enthusiasm and willingness to contribute in all groups of integration or coordination of what we do part. Today the Colombians show with pride our passport anywhere in the planet and, fortunately, that passport each time requires less visas to enter other countries. While the world burns in various theaters of conflict, Colombia - which seeks peace- can and must be the good news which is so badly needed by mankind: THE NEWS THAT THE LAST ARMED CONFLICT IN THE WESTERN HEMISPHERE COMES TO AN END! Thank you, thank you very much, to the international community for their support and contribution to this longing for Colombians.

My family -to María Clemencia, and my children Martín, María Antonia and Esteban- I would like to express, first and foremost the country, my deep love and my eternal gratitude for their ongoing support. The new vice president of Colombia, Germán Vargas Lleras: Thank you for being my team mate in this second round. As you know how... let's get to work. The political parties, citizens, who accompanied my candidacy - because they shared my proposals or simply because they wanted to support peace- I thank you for this new opportunity to serve my country. 105 I am and will be the President of all Colombians: of those who voted for me... and those who did not vote for me. I will be with the heart disassemble and open-mindedness. And I ask God to enlighten me and guide me in this task.

Compatriots: tomorrow does not wait. We do not want our children to suffer the war and backwardness that we have lived. We must not be afraid of changes. That is why today I invite you to dream. Today I invite you to work together. Today I invite you to create the future we deserve... that peace in Colombia, with equity and education. No more the "How am I going to?" in this country! No more! Now it is... HOW WE ARE! Today, I ask every Colombian put a hand on their heart and ask: What capabilities... what time... what energy I am willing to provide to achieve this vision, so that our children can live in this country! The work is not only of this president... work is of all! We can do it! We are going to do it!

A COLOMBIA IN PEACE, WITH EQUITY AND EDUCATION... NO ONE STOPS IT.