

E c o n o m i c &

S o c i a l A f f a i r s

Good Practices and Innovations in Public Governance

United Nations Public Service Awards
Winners, 2012-2013



UNITED NATIONS

Department of Economic and Social Affairs

Good Practices and Innovations in Public Governance

United Nations Public Service Awards
Winners, 2012-2013



UNITED NATIONS

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The Department of Economic and Social Affairs of the United Nations Secretariat is a vital interface between global policies in the economic, social and environmental spheres and national action. The Department works in three main interlinked areas: (i) it compiles, generates and analyses a wide range of economic, social and environmental data and information, on which Member States of the United Nations draw to review common problems and to take stock of policy options; (ii) it facilitates the negotiations of Member States in many intergovernmental bodies on joint courses of action to address ongoing or emerging global challenges; and (iii) it advises interested Governments on the ways and means of translating policy frameworks developed in United Nations conferences and summits into programmes at the country level and, through technical assistance, helps build national capacities.

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Introduction

The quest for innovations in the public sector has been on-going for quite sometime, but with the need for the world to achieve the commitments made by its leaders in the Millennium Declaration, the 2005 World Summit and many other global and regional conferences, it has attained a level of urgency. The global consensus on the urgency of reinventing government is not only manifested in the research efforts that are focusing on how to improve the performance of governance and public administration institutions. It is also seen in the innovators' readiness to come together to share information and knowledge about their innovations to minimize wastage of resources and time in re-inventing the wheel. It has dawned on most people concerned with the improvement of performance in the public sector that although innovations in government are circumscribed in scope, they have the potential to trigger a bigger process of transformation of the State and produce general positive benefits for citizens through improved service delivery. There are networks of innovators being formed for purposes of sharing and adapting successful practices in innovation.

There are also awards programmes at the national, regional and international level to recognize and further promote innovative practices in the public sector. The most prestigious international recognition of excellence in the public service is the United Nations Public Service Awards (UNPSA), which is managed by DPADM/UNDESA. It was launched in 2003 to search for innovations in the public sector, reward and motivate civil servants, as well as disseminate knowledge about successful practices in good governance in order to provide the opportunity for peer-to-peer learning among Member States.

In order to sustain efforts towards a better public administration, it is paramount to support each initiative of this kind, to encourage innovation in each public institution, to motivate public servants to help bridge the gap between governments' actions and citizens' expectations. There is no shortcut to effective delivery of services except to have the best talent in the public sector. Ultimately, the ability of government to provide services effectively and efficiently depends upon a competent cadre of civil servants as good governance requires good people. The men and women who have received the prestigious United Nations Public Service Awards are testimony to this. They represent the best in the public service. One way to encourage them to continue in their quest for more efficient, participatory and equitable public services is to recognize their efforts at the highest level possible through Awards programmes such as the UNPSA.

This publication is intended for policy makers, scholars and practitioners who have a keen interest in concrete solutions to governance challenges. Its purpose is to encourage more women and men in the public sector who are working hard to improve citizens'

lives, to share with the world their innovations by applying to the United Nations Public Service Awards Programme, which is held annually; to recognize the efforts of those who have already won this prestigious Awards by showcasing their successful practices; and to provide United Nations Member States interested in innovation in governance with useful information and knowledge about good practices for possible replication.

In light of the above, Part One gives an overview of what the UNPSA is, who is eligible and how to apply, and highlights key aspects of the selection process. Part Two of this publication provides a description and brief analysis of the successful practices of the UNPSA Winners from 2012 to 2013. Finally, Part Three presents key findings on the positive impact that the UNPSA has on further promoting and sustaining innovation in government among its winners, as well as lessons learned on what makes innovation successful.

Box 1:

Good Practices are Available on the UNPAN Portal



Case studies and information about the UNPSA Winners are also available in the UNPSA Past Initiatives online database, which is part of the United Nations Public Administration Network (UNPAN). The initiatives can be retrieved by country, year or thematic area at: www.unpan.org/unpsa_cases

UNPAN is designed to help countries, especially developing countries and countries in economic transition, to respond to the challenges that governments face in bridging the digital divide between the 'haves and have-nots' and to achieve their development goals.

The long-term objective of UNPAN is to build the capacity of these regional and national institutions, so that they can access, process and disseminate relevant information by means of up-to-date information and communication technologies (ICTs) for the promotion of better public administration.

In short, UNPAN's mission is to promote the sharing of knowledge, experiences and best practices, throughout the world by means of ICTs, sound public policies, effective public administration and efficient civil services, and through capacity-building and cooperation among Member States, with an emphasis on South-South cooperation and UNPAN's commitment to integrity and excellence. It is the only network of its type in the world today.

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In finalizing the case studies, the DPADM team relied on information submitted by the 2012-2013 UNPSA winners as part of their evaluation, along with information from official websites and UNDESA reports of technical meetings on innovations. The views expressed in this report are not necessarily those of the United Nations. No part of this publication may be reproduced without prior permission from the United Nations.

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Mass Contact Programme			South Australia's Strategic Plan Community Engagement	170
Anti-Corruption Clean Construction system	Improving the Delivery of Public Services		Youth Participation Committees	172
INPS	<i>2012 Category 2:</i>		Housing - all opinions matter	174
Supervisor	Electronic Single Window Procession of Foriegn Trade and Customs Formalities	136	Metro Vancouver's Public Outreach and Engagement Program	176
Complaints Window	O-paper	139	IT-supported procedure for drafting legislation	179
Online Asset Declaration System	The use of ICT in improving service delivery in the DGIE	141	Participatory regional Seminars	181
Preventing and Combating Corruption in the Public Services	Aarogyam	143	Promoting Whole-of-Government Approaches in the Information Age	
<i>2012 Category 1:</i>	MP Public Service Delivery Act 2010	145	<i>2013 Category 4:</i>	
Preventing and Combating Corruption in the Public Services	Helping to empower Litigants-in-person- The Subordinate Courts HELP Centre	147	1-GOV.net	76
The Integrity Assessment	NYC311	149	Food Coupon System	78
Promoting accountability for procurement for public projects	Public Service Electronic Access for Citizens	151	Quick Response Codes	79
New Model of Control and Audit Public Works	Institutional Transformation	153	DBRAS: Korea's Integrated Financial Management Information System	80
National Public Procurement System	Financial Inclusion Project	155	GEA	82
SMS Information System	Efficiency for passport services	158	Co-creation of creative solutions through eGov initiatives	84
Georgian Electronic government procurement System	Simplify Procedures and Improve Services	160	Reform of Solcial Policy	86
Improving the Delivery of Public Services	Democratic Reform Using ICT	162	Plan Nacional de Observacion del Teritorio/PNOT	87
<i>2013 Category 2:</i>	Public Service Hall	165	TTBIZLink	88
Communal Ablution Blocks for Informal Settlements	Fostering Participation in Public Policy-Making Decisions Through Innovative		Abu Dhabi Government Contact Centre	90
Mailafiya	<i>2013 Category 3:</i>		Integrated Service delivery Platform (ISDP)	92
Child First-Work Together	Seoul Welfare Standards enabled by and for the Citizens	64	Dubai eGovernment Electronic Shared Services	93
Swavalamban	Eco-mileage, a program to engage citizens in GHG reduction	66	Advancing Knowledge Management in Government	
Servicio atencion a personas con Movilidad reducida	Increased transparency in the decision-making process	68	<i>2012 Category 4:</i>	
Integrating knowledge management systems for improved efficiency	Sistema Estadual de Particacao Popular e Cidadada/SISPARCI	70	eKasih	185
Improving Outcomes for Children	Egypt's ICT Indicators Portal	72	Develop Knowledge management policies	187
Dni De Menores y su Impacto en el ejercicio de los derechos humanos y el desarrollo del pais			Preventing Diabetic Blindness	189
Pacto Pela Vida				
Fomento a la Inverion en la Propiedad				

UNPSA Winners 2012-2013 At a Glance by Category

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	Daycare Program to Support Mothers	217
<i>2012 Category 4:</i>	inclusion of Women in the Police Force	220
SiTxell	Reduce Childhood Morality Rate	222
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Integrated Workflow Management System		197
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Promoting Gender-Responsive Delivery of Public Service

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Mini*Midi*Mef	109
Catalogo Orientador de Gastos Politicas de Equidad de Genero	110
Multidisciplinary Breast Cancer Clinic - Women Health Outreach Program	112
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Promoting Gender-Responsive Delivery of Public Service

2012 Category 5:

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Gender integration in the water sector	205
Isage One Stop Center	207
Public participation in peace process	210
Zero tolerance for Violence against Women	212
Chapeu de Palha	215

UNPSA Winners 2013 At a Glance by Year

2013 UNPSA Winners

Category 1: Preventing and Combating Corruption in the Public Service				
Region	Country	Initiative	Description	Pg
Africa	Morocco	<i>Integrity Reinforcement</i>	Enhancing transparency and improving the processing of retirement fund disbursements	25
Asia and the Pacific	India	<i>Mass Contact Programme (MCP)</i>	Accelerating the response rate for citizens complaints on service delivery	27
	Republic of Korea	<i>Anti-Corruption Clean Construction System</i>	Enhancing transparency and accountability in the Korean construction industry	29
Europe & North America	Italy	<i>INPS: Our fight and synergy against corruption</i>	Enhancing transparency and accountability in the social welfare system in Apulia	31
	Slovenia	<i>Supervisor</i>	Creating more transparency and decreasing corruption through ICT	33
Western Asia	Oman	<i>Complaints Window</i>		35
	Georgia	<i>Online Asset Declaration System (OADS)</i>	Promoting transparency and accountability of government through public online asset declarations of public servants	37
Category 2: Improving the Delivery of Public Service				
Region	Country	Initiative	Institution	Pg
Africa	South Africa	<i>Communal Ablution Blocks for Informal Settlements</i>	Providing access to potable water and sanitation services to informal settlement dwellers	40
	Nigeria	<i>Mailafiya</i>	Improving management of health data and access to primary health care through ICT	42
Asia & the Pacific	Thailand	<i>Child First-Work Together (CF-WT)</i>	Providing early assessment of children with special needs and investing into their skills development	44
	India	<i>Swavalamban</i>	Improving efficiency in disbursement of pensions through ICT	46
Europe & North America	Spain	<i>Servicio atención a Personas con Movilidad Reducida-PMR</i>	Enhancing access for travelers with disabilities	48
	Spain	<i>Modernization of local administration through the use of new technologies</i>	Integrating knowledge management systems for improved efficiency	50
	USA	<i>Improving Outcomes for Children</i>	Improving child welfare services through enhanced monitoring systems	51
Latin America & the Caribbean	Peru	<i>Dni De Menores Y Su Impacto En El Ejercicio De Los Derechos Humanos Y El Desarrollo Del País</i>	Improving the management of social benefits for children through provision of an identification document	53
	Brazil	<i>Pacto Pela Vida-PPV</i>	Improving safety and security for the people of Pernambuco	55
	Mexico	<i>Fomento a la Inversión en la Propiedad Rural / FIPP</i>	Improving livelihoods through facilitating investment opportunities to benefit local communities	57

2013 UNPSA Winners (*cont.*)

Category 2: Improving the Delivery of Public Service				
Region	Country	Initiative	Institution	Pg
Western Asia	Oman	<i>INJAZ Hall</i>	Improving the delivery of municipal services through a one-stop centre	59
	United Arab	<i>Dubai eGovernment Electronic</i>	Improving management of health data and access	61
Category 3: Fostering participation in policy-making decisions through innovative mechanisms				
Region	Country	Initiative	Institution	Pg
Asia and the Pacific	Republic of Korea	<i>Seoul Welfare Standards enabled by and for the Citizens</i>	Improving welfare services for citizens	64
	Republic of Korea	<i>Eco-mileage, a program to engage citizens in GHG reduction</i>	Improving energy supply through incentives for reducing energy consumption	66
Europe & North America	Moldova	<i>Increased transparency in the decision-making process</i>	Facilitating citizen participation in public policy making	68
Latin America & the Caribbean	Brazil	<i>Sistema Estadual de Participação Popular e Cidadã / SISPARCI</i>	Citizen engagement for public policy planning, implementation and monitoring through ICT tools	70
Western Asia	Egypt	<i>Egypt's ICT Indicators Portal</i>	Facilitating participation to ensure accuracy and relevance of key ICT indicators	72
Category 4: Promoting Whole-of-Government Approaches in the Information Age				
Region	Country	Initiative	Institution	Pg
Africa	Nigeria	<i>1-GOV.net</i>	Harmonizing ICT services across government entities to reduce costs and create synergies for public service delivery.	76
	Botswana	<i>Food Coupon System</i>	Revamping the food distribution system to simplify the associated administrative process and to treat beneficiaries with dignity	78
	Morocco	<i>Quick Response Codes</i>	Increasing the efficiency of information-sharing on urban planning and design through new technology: bar codes.	79
Asia & the Pacific	Republic of Korea	<i>DBAS: Korea's Integrated Financial Management Information System</i>	Integrating fiscal systems to allow for improved planning and use of resources across government.	80
	Republic of Korea	<i>GEA</i>	Improved transparency, accountability and service delivery through integrated e-government service delivery.	82
	Singapore	<i>Co-creation of creative solutions through eGov initiatives</i>	New technological solutions for collecting and sharing environmental data for better public services	84
Europe & North America	Slovenia	<i>Reform of Social Policy</i>	Integrating the social rights system for consistent and transparent service delivery	86
	Spain	<i>Plan Nacional de Obsección del Territorio/PNOT</i>	Creation of an integrated Geographical Information System for integrated and high quality information for government and citizens	87

2013 UNPSA Winners (cont.)

Category 4: Promoting Whole-of-Government Approaches in the Information Age				
Region	Country	Initiative	Institution	Pg
Latin America & the Caribbean	Trinidad and Tobago	TTBIZLink	Creation of e-services for trade and business related services to improve the ease of doing business.	88
Western Asia	United Arab Emirates	Abu Dhabi Government Contact Centre	Improving and harmonizing standards of customer service across government through a One Stop Shop contact centre.	90
	Bahrain	Integrated Service Delivery Platform (ISDP)	An integrated service delivery platform for better services to citizens	92
	United Arab Emirates	Dubai eGovernment Electronic Shared Services (ESS)	Creating cross-entirety electronic shared services to incentivize collaboration and synergies for whole-of-government policy making and implementation.	93
Category 5: Promoting Gender-Responsive Delivery of Public Services				
Region	Country	Initiative	Institution	Pg
Africa	Morocco	L'Intégration de l'Approche Genre dans le Plan Stratégique de Formation, de Renforcement des Capacit	Empowering women for more participation in decision-making processes.	97
	Ethiopia	AEDFCS, ASSNFS, and IPFA	Improving access to public service and academia for women from marginalized groups through an alternative admission program.	98
	Kenya	Gender integration in the water sector	Improving access to healthcare for women in remote areas through mobile clinics.	100
Asia & the Pacific	Pakistan	GRLI	Creating more awareness for improving the conditions of women's participation in the labour market by providing relevant information through a toolkit.	102
	India	GRAAMIN HAAT	Empowering rural women to participate in local governance	104
	Republic of Korea	Comprehensive Support Initiative for Women of Single Person Households	Attending to the needs of female single person households through tailored policy initiatives	105
Europe & North America	Germany	Aktionsprogramm Perspektive Wiedereinstieg (PWE)	Assisting women to re-integrate into the labour market after extended career breaks.	107
	Italy	Mini*Midì*Mef (MMM)	Facilitating women's full participation in the workplace by providing child care services during school breaks.	107
Latin America & the Caribbean	Ecuador	Catalogo Orientador de Gastos Politicas de Equidad de Genero	Institutionalizing gender budgeting	110
Western Asia	Egypt	Multidisciplinary Breast Cancer Clinic - Women Health Outreach Program	Enhancing the delivery of breast cancer prevention services through a multi-disciplinary approach	112
	Jordan	Center for Integrated Services Against Family Violence	Assisting victims of domestic violence by creating a neutral and safe place and providing professional assistance	114

UNPSA Winners 2012 At a Glance by Year

2012 UNPSA Winners

Category 1: Preventing and Combating Corruption in the Public Service				
Region	Country	Initiative	Description	Pg
Africa	Mauritius	<i>Preventing and Combating Corruption in the Public Service</i>	Institutionalizing anti-corruption measures in the public service of Mauritius to prevent and combat corruption	120
Asia and the Pacific	Republic of Korea	<i>The Integrity Assessment</i>	Assessing corruption and integrity levels among targeted service users to detect corruption and enhance transparency in the public sector	122
	Singapore	<i>Promoting accountability for procurement of public projects</i>	Improving transparency and accountability for procurement of public projects	124
Latin America & the Caribbean	Mexico	<i>New Model of Control and Audit Public Works</i>	Preventing corruption in Mexico's public procurement system through policy reform and design of monitoring tools that detect corruption timely	126
	Mexico	<i>National Public Procurement System</i>	Improving public procurement through overhaul of polices and ICT	128
Western Asia	Turkey	<i>SMS Information System</i>	Improving timeliness and access to information on legal cases for citizens in Turkey, through the use of mobile technologies	130
	Georgia	<i>Georgian Electronic Government Procurement System</i>	Increasing transparency and for public procurement through ICT	132
Category 2: Improving the Delivery of Public Services				
Region	Country	Initiative	Description	Pg
Africa	Senegal	<i>Electronic Single Window Procession of Foreign Trade and Customs Formalities</i>	GAINDE 2000 implemented the Single Window (Guichet Unique) ORBUS that is in operation since 2004 in Senegal, and the use of which became mandatory for pre-clearance customs formalities.	136
	Morocco	<i>0-paper</i>	Improving deliver of pension related services and reducing cost through the creation of a paperless on-line system	139
	Rwanda	<i>The use of ICT in improving service delivery in the DGIE</i>	Using ICT to improve the delivery of immigration and emigration services	141
Asia & the Pacific	India	<i>Aarogyam</i>	Initiated in Bagpat & JP Nagar district of Uttar Pradesh, Aarogyam aims to provide healthcare services to citizens at their doorsteps, with special focus on mothers and children to bridge the gap between citizens and service delivery. Aarogyam caters to both safe motherhood and child survival components RCH.	143
	India	<i>MP Public Service Delivery Act 2010</i>	Improving public service delivery through a strengthened regulatory framework and grievance mechanism for citizens	145
	Singapore	<i>Helping to Empower Litigants-in-Person – The Subordinate Courts HELP Centre</i>	Providing legal representation to disadvantaged groups through a HELP Centre	147

2012 UNPSA Winners (cont.)

Category 2: Improving the Delivery of Public Services				
Region	Country	Initiative	Institution	Pg
Europe & North America	United States of America	<i>NYC311</i>	New York's City's 311 has a mission to provide the public with quick, easy access to all New York City government services and information while maintaining the highest level of customer service. 311 is New York City's single number for non-emergency services and information in the City of New York.	149
	Spain	<i>Public Service Electronic Access for Citizens</i>	Creating electronic access for citizens to public services	151
Latin America & the Caribbean	Dominican Republic	<i>Institutional Transformation</i>	Serving the most vulnerable sectors of the Dominican population, providing quality and low cost medicines, medical supplies and laboratory reagents to users of the National Public Health System.	153
	Mexico	<i>Financial Inclusion Project</i>	Creating access to financial services to disadvantaged groups	155
	Grenada	<i>Efficiency for passport services</i>	Computerizing the issuance of passports services for speedy services	158
Western Asia	Lebanon	<i>Simplify Procedures and Improve Services</i>	Automating the delivery of medical and social compensation system to public employees.	160
	Egypt	<i>Democratic Reform Using ICT</i>	Facilitating and improving electoral processes through ICT	162
	Georgia	<i>Public Service Hall</i>	Reforming public service delivery through one-stop-shop technology service platforms	165

Category 3: Fostering participation in public policy-making decisions through innovative mechanisms

Region	Country	Initiative	Institution	Pg
Asia & the Pacific	Thailand	<i>Integrated Drought Prevention and Mitigation: The Mae Yom Operation and Maintenance Office</i>	The name of the institution that started this project that acquired such wide recognition is called Royal Irrigation Department. The initiative, integrated drought prevention and mitigation. It calls for participation from all stakeholders and related public agencies.	168
	Australia	<i>South Australia's Strategic Plan Community Engagement</i>	Engaging citizens into strategic planning	170
	The Republic of Korea	<i>Youth Participation Committees</i>	Increasing the participation of youth into policy-making	172
Europe & North America	Spain	<i>Housing – all opinions matter</i>	Promoting the participation of the Basque community for the enrichment of housing legislation and strategy.	174
	Canada	<i>Metro Vancouver's Public Outreach and Engagement Program</i>	Engaging citizens into finding solutions for public transportation problems	176
	Slovenia	<i>IT-supported procedure for drafting legislation (ITDL)</i>	Using ICT for drafting and adopting legislation and including contributions by the public for greater transparency	179

2012 UNPSA Winners (cont.)

Category 3: Fostering participation in public policy-making decisions through innovative mechanisms				
Region	Country	Initiative	Institution	Pg
Latin America & the Caribbean	Brazil	<i>Participatory Regional Seminars</i>	Engaging civil society in regional seminars as a mechanism for the development of strategic State Government plans with regional and citizen-centric focus.	181
Category 4: Advancing Knowledge Management in Government				
Region	Country	Initiative	Description	Pg
Asia & the Pacific	Malaysia	<i>eKasih</i>	Improving management and implementation of poverty reduction efforts through an integrated national poverty data bank	185
	The Republic of Korea	<i>National Science and Technology Information Service</i>	Sharing of Research & Development related information across government entities and with citizens through a one-stop service	187
	Thailand	<i>Preventing Diabetic Blindness</i>	Preventing diabetic blindness by creating local community health care teams	189
Europe & North America	Spain	<i>"SITxell</i>	Conducting a province-wide territorial analysis to improve coordination and reduce duplication of work between urban and land use planning agencies.	192
	Switzerland	<i>geo.admin.ch</i>	Giving citizen access to information on federal spatial data infrastructure through a central platform	195
Western Asia	Bahrain	<i>Integrated Workflow Management System (IWMS)</i>	Integrated knowledge management through ICT	197
	Turkey	<i>UYAP (National Judiciary Informatics System)</i>	Establishing a quicker and more reliable justice system through ICT	200
Category 5: Promoting Gender-responsive Delivery of Public Services				
Region	Country	Initiative	Description	Pg
Africa	South Africa	<i>Protecting the Futures</i>	Educating young girls about adolescent reproductive health and puberty to decrease high absenteeism and drop-out rates	203
	Kenya	<i>Gender integration in the water sector</i>	Closing gender gaps in the water sector through training and the creation of gender focal points	205
	Rwanda	<i>Isange One Stop Center</i>	Improving access to service for victims of sexual and gender-based violence	207
Europe & North America	Bosnia & Herzegovina	<i>Public participation in peace processes</i>	Increasing women representation and gender balance in the armed forces to enhance gender responsiveness in the design and delivery of security services	210
	Spain	<i>Zero Tolerance for Violence against Women</i>	Improving prevention and care for survivors of domestic violence through multi-sector intervention	212
Latin America & the Caribbean	Brazil	<i>Chapeu de Palha</i>	Training and equipping women with skills to access broader employment opportunities	215

2012 UNPSA Winners (cont.)

Category 5: Promoting Gender-responsive Delivery of Public Services				
Region	Country	Initiative	Description	Pg
Latin America & the Caribbean	Mexico	<i>Daycare Program to Support Mothers</i>	Improving the economic situation of mothers by providing more child care services	217
Western Asia	Bahrain	<i>Inclusion of Women in the Police Force</i>	Promoting gender-responsive delivery of public services, and initiating a human rights approach to the work of the Dubai Police.	220
	Oman	<i>Reduce Childhood Mortality Rate: Infants and Children under 5 years of Age</i>	Reducing childhood mortality rate by providing holistic primary care for pregnant women	222



Good Practices and Innovations in Public Governance

Overview



Box 2:

How to Apply to the UNPSA Competition?

Who is Eligible?

- All public organisations/agencies at national and sub national levels are eligible for nomination, and;
- Self-nominations are not accepted.

How to Apply?

- All application forms must be completed online at:
www.unpan.org/unpsa
- Only online nominations are accepted;
- Nominations deadline is in the fall of each year. Please visit UNPAN's site (*www.unpan.org*) for the exact date; and
- Applications can be made in any of the United Nations' six official languages: Arabic, Chinese, English, French, Russian, or Spanish.

How are Winners Selected?

- The Division for Public Administration and Development pre-selects the applications to create a short-list;
- Short-listed candidates are asked to submit additional information, including a cover letter, letters of reference and supporting documentation (e.g., evaluation and audit reports, results of client surveys); and
- The United Nations Committee of Experts on Public Administration (CEPA) (*www.unpan.org/cepa.asp*) advises the United Nations Secretary-General about the winners.



Genesis, Purpose and Scope of the United Nations Public Service Awards

This chapter provides an overview of the rationale for establishing the United Nations Public Service Awards, and it outlines the objectives, the categories and criteria of its annual competition, and its selection process.

1. What is the United Nations Public Service Awards Programme?

The United Nations Public Service Awards Programme is the most prestigious international recognition of excellence in public service. It rewards the creative achievements and contributions of public service institutions to a more effective and responsive public administration in countries worldwide. Through an annual competition, the United Nations Public Service Awards Programme promotes the role, professionalism and visibility of public service. It encourages exemplary public service and recognizes that democracy and successful governance are built on a competent civil service.

2. Why was the United Nations Public Service Awards Programme Established?

Governments from around the world are required to respond to increasingly complex demands from their citizens and significant changes in their global environments. At the national level, they are grappling with several difficult social and economic issues; including poverty eradication, unemployment, poor education systems; health epidemics (including HIV/AIDS and the avian influenza), and environmental degradation. At the same time, they are attempting to readjust their policies and skills to integrate effectively into the world economy.

Overall, governments face three main challenges:

- First, they must operate and provide more far-reaching and higher-quality services with reduced resources and limited operational capacities. That is to say, governments must use their resources and build capacities not only more effectively but also more creatively by, for example, enlisting the support of the private sector and civil society in service delivery.
- Second, they must make public institutions more accountable, responsive, and effective by promoting a more citizen-oriented public administration.
- Third, and most importantly, they must respond more adequately to citizens' demands for greater participation.

Although government still plays a central role in society, it is now widely recognized that civil society and the private sector also have an important role to play in this sphere. Citizens no longer perceive themselves as passive “consumers” of government services but as part of the solution to handle emerging issues more effectively. Deepening democracy to provide opportunities not only for improved representation

but also for more active participation and engagement in public affairs requires innovative institutional mechanisms, processes, and policies.

As a consequence, several countries around the world are attempting to revitalize their public administration and make it more proactive, more efficient, more accountable, and especially more service oriented. To accomplish this transformation, governments are introducing innovations in their organisational structure, practices, capacities, and working on how to mobilize, deploy, and utilize the human, material, information, technological, and financial resources for service delivery to remote, disadvantaged, and challenged people.

While there are efforts all over the world to find innovative ways to improve the performance of public administration and to empower it to effectively initiate, plan and implement national development policies and programmes as well as international and regional agreed development strategies, including the Millennium Development Goals; there is, also, a strong need to acknowledge and share them at the international level.

In light of the above, the United Nations Public Service Awards Programme was launched to promote and support Member States' efforts to improve public sector performance. The importance of this international recognition has later been recalled in 2005, when the United Nations General Assembly "agreed that the United Nations should promote innovation in government and public administration and stressed the importance of making more effective use of United Nations Public Service Day and the United Nations Public Service Awards in the process of revitalizing public administration by building a culture of innovation, partnership, and responsiveness" (UN/2005, A/60/L.24, para.7). To capitalize on existing knowledge on how to achieve development and the Millennium Development Goals, the United Nations General Assembly in 2003 also recommended in Resolution 57/277 that the exchange of experiences related to the role of public administration in the implementation of internationally agreed goals, including those contained in the Millennium Declaration, be encouraged (United Nations, 2003, A/RES/57/277).



3. When and How was the UNPSA Established?

The United Nations Public Service Awards Programme was launched as a result of the deliberations of the fifteenth meeting of the Group of Experts on the United Nations Programme in Public Administration and Finance (GA Resolution 49/136). During this session, the Group of Experts recommended that an annual event be organized by the Department of Economic and Social Affairs of the United Nations Secretariat through its Division for Public Economics and Public Administration (now the Division for Public Administration and Development Management) to recognize and encourage excellence in public administration. This recommendation was subsequently reflected in the report of the Secretary-General on the work of the Group of Experts on the United Nation Programme in Public Administration and Finance at its fifteenth meeting (E/2000/66) and endorsed by the Economic and Social Council in its decision 2000/231 of 27 July 2000.

As reiterated by the General Assembly in its resolution 57/277 in 2003, “efficient accountable and transparent public administration, at both the national and international levels, has a key role to play in the implementation of internationally agreed goals, including those contained in the United Nations Millennium Declaration, and in that context stresses the need to strengthen national public sector administrative and managerial capacity-building, in particular in developing countries and countries with economies in transition.”

Therefore, in line with the above, 23 June has been designated the United Nations Public Service Day to “celebrate the value and virtue of service to the community.” The Economic and Social Council established the United Nations Public Service Awards to be bestowed on the Public Service Day for contributions made to the cause of enhancing the role, prestige and visibility of public service.”



Box 3:

United Nations General Assembly Resolution Establishing Public Service Day

General Assembly Resolution (A/RES/57/277) of 7 March 2003

The General Assembly,

Recalling its resolutions 50/225 of 19 April 1996, 53/201 of 15 December 1998 and 56/213 of 21 December 2001 on public administration and development, as well as Economic and Social Council resolution 2001/45 of 20 December 2001,

Stressing the need for capacity-building initiatives aimed at institution building, human resources development, strengthening financial management and harnessing the power of information and technology:

- **Takes note** of the report of the Secretary-General on the role of public administration in the implementation of the United Nations Millennium Declaration;
- **Reiterates** that efficient, accountable, effective and transparent public administration, at both the national and international levels, has a key role to play in the implementation of internationally agreed goals, including those contained in the United Nations Millennium Declaration, and in that context stresses the need to strengthen national public sector administrative and managerial capacity-building, in particular in developing countries and countries with economies in transition;



- **Decides** that 23 June will be designated United Nations Public Service Day, and encourages Member States to organize special events on that day to highlight the contribution of public service in the development process;
- **Expresses** its deep appreciation for the generous offer of the Kingdom of Morocco to host the fourth Global Forum, at Marrakesh, in December 2002;
- **Welcomes** the substantive support that the Secretariat has provided to the Global Forum, and invites it to extend such support to any future forums of a similar kind that may take place;
- **Reiterates** its appreciation for the role that the United Nations Online Network in Public Administration and Finance performs in promoting information sharing and exchange of experience and in building the capacities of developing countries to utilize information communication technologies for this purpose, and reiterates that particular emphasis should be given to the exchange of experience related to the role of public administration in the implementation of internationally agreed goals, including those contained in the Millennium Declaration; and
- **Requests** the Secretary-General to submit a report to the General Assembly at its fifty-eighth session, in the manner he deems appropriate, on the implementation of the present resolution.



4. What is the Overall Purpose of UNPSA?

The overall purpose of the United Nations Public Awards is to recognize the institutional contribution made by public servants to enhance the role, professionalism and visibility of the public service (Economic and Social Council decision 2000/231). It can be translated into the more specific following objectives:

- To promote efficient and effective service delivery for citizens and motivate public servants worldwide to sustain the momentum of innovation and the improvement of the delivery of public services;
- To collect and disseminate successful practices and experiences in public administration in order to support efforts for improvements in country level public service delivery;
- Through success stories to counterbalance any negative image of public administration, raise the image and prestige of public servants and revitalize public administration as a noble discipline, on which development greatly depends; and
- To enhance professionalism in the public service by rewarding the successful experiences in innovations and excellence in the public service.

In brief, the Awards aim to:

- Discover innovations in governance;
- Reward excellence in the public sector;
- Motivate public servants to further promote innovation;
- Enhance professionalism in the public service;
- Raise the image of public service;
- Enhance trust in government; and
- Collect and disseminate successful practices for possible replication.

5. Who Manages the UNPSA Programme?

The Programme is managed by the Division for Public Administration and Development Management of the United Nations Department of Economic and Social Affairs.

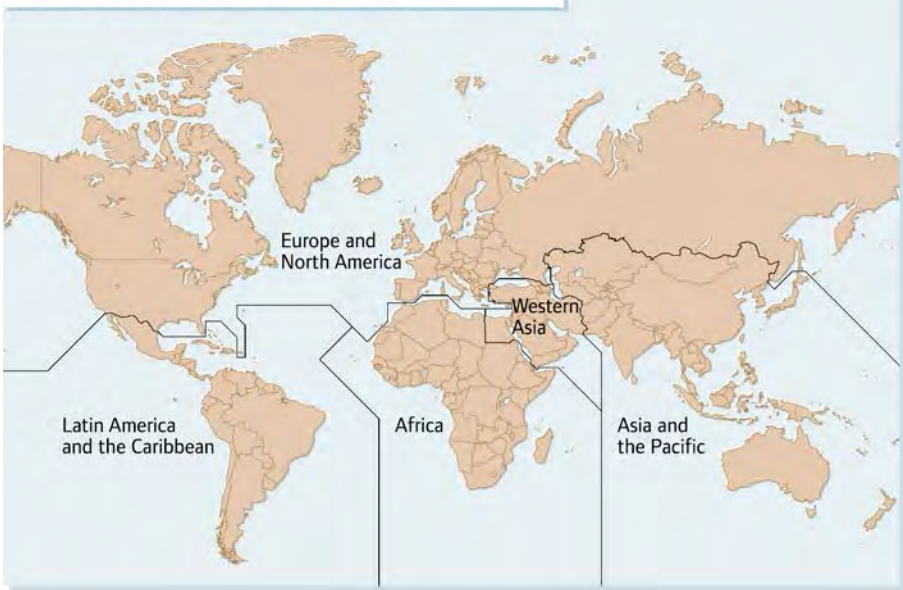
6. What are the Eligibility Criteria?

All Public organisations/agencies at national and sub-national levels, as well as public/private partnerships and organisations performing outsourced public service functions, are eligible for nomination. The United Nations Public Service Awards Programme takes into consideration a geographical distribution of five regions. In order to level the playing field for nominations received from countries with varying levels of development and income, the following five regions have been established:






















- Africa;
- Asia and the Pacific;
- Europe and North America;
- Latin America and the Caribbean; and
- Western Asia.

Nominations have to be made by another entity than the institution being nominated, i.e., self nominations will not be accepted. Eligible nominators include: government departments and agencies; universities, non-governmental organisations, professional associations, etc. Purely scientific innovations, e.g., in medical or environmental science, do not qualify for the United Nations Public Service Awards.

Graph 1:
United Nations Public Service Awards
Regional Groups for Evaluation Purposes



Graph 2:
United Nations Public Service Awards
 Categories by Year

Category/Year	2003	2004	2005	2006	2007-2008	2009-2010
Improvement of Public Service Results						
Improvement of the Quality of the Public Service Process						
Initiatives in the Public Service						
Application of Information and Communication Technology in Government						
Improving Transparency, Accountability, and Responsiveness in the Public Service						
Improving the Delivery of Public Services						
Special Award in Innovation						
Fostering Participation in Policy-making Decisions through Innovative Mechanisms						
Advancing Knowledge Management in Government						
Preventing and Combating Corruption in the Public Service						
Promoting Gender-Responsive Delivery of Public Services						
Promoting Whole of Government Approaches in the Information Age						

Graph 2:
United Nations Public Service Awards
Categories by Year



7. What are the Categories and Criteria for Selection?

The UNPSA categories and criteria for selection are hereafter described by year.

2013 Categories:

1. Improving the Delivery of Public Services
2. Fostering Participation in Policy-making Decisions through Innovative Mechanisms
3. Advancing Knowledge Management in Government
4. Preventing and Combating Corruption in the Public Service
5. Promoting Gender-Responsive Delivery of Public Service

2012 Categories:

1. Improving the Delivery of Public Services
2. Fostering Participation in Policy-making Decisions through Innovative Mechanisms
3. Preventing and Combating Corruption in the Public Service
4. Preventing and Combating Corruption in the Public Service
5. Promoting Whole of Government Approaches in the Information Age

2011 Categories:

1. Preventing and Combating Corruption in the Public Service
2. Improving the Delivery of Public Service
3. Fostering participation in policy-making decisions through innovative mechanisms
4. Advancing Knowledge Management in Government

5. Promoting Gender-Responsive Delivery of Public Services

2009 & 2010 Categories:

1. Improving Transparency, Accountability, and Responsiveness in the Public Service
2. Improving the Delivery of Public Services
3. Fostering Participation in Policy-making Decisions through Innovative Mechanisms
4. Advancing Knowledge Management in Government.

2007 & 2008 Categories:

1. Improving Transparency, Accountability, and Responsiveness in the Public Service
2. Improving the Delivery of Public Services
3. Fostering Participation in Policy-making Decisions through Innovative Mechanisms

2006 Categories:

1. Improving Transparency, Accountability, and Responsiveness in the Public Service
2. Improving the Delivery of Public Services
3. Application of Information and Communication Technology in Government
4. Special Award in Innovation

2005 Categories:

1. Improving Transparency, Accountability, and Responsiveness in the Public Service
2. Improving the Delivery of Public Services
3. Application of Information and Communication Technology in Government

2004 Categories:

1. Improvement of Public Service Results
2. Improvement of the Quality of the Public Service Process
3. Initiatives in the Public Service
4. Application of Information and Communication Technology in Local Government

2003 Categories:

1. Improvement of Public Service Results
2. Improvement of the Quality of the Public Service Process
3. Initiatives in the Public Service

8. What are the Main Steps of the UNPSA Application Process?

The process of the United Nations Public Service Awards starts with the announcement of the competition and call for nominations. Then it continues with receipt of the nominations, analysis of the nomination documents, pre-selection assessment of the nominations, selection of the winners, verification and announcement of the winners. The process ends with the celebration of United Nations Public Service Day and the Awards ceremony. The application process consists of two stages.

- **Step 1:** An application form has to be completed online in one of the six official United Nations languages (Arabic, Chinese, English, French, Russian or Spanish). The deadline for application is 31 December of each year (*please check UNPAN portal for deadlines updates*).
- **Step 2:** Upon receipt of the applications, DPADM pre-selects nominations. Pre-selected candidates are asked to submit additional information such as letters of reference, supporting documents (e.g., evaluation and audit reports, results of client surveys), etc. DPADM then shortlists candidates on the basis of the documents provided. The short-listed are subsequently considered by the United Nations Committee of Experts in Public Administration (www.unpan.org/cepa.asp). After due consideration, the Committee advises the United Nations Secretary-General concerning the winners of the Awards.

The Committee of Experts on Public Administration (CEPA) is a subsidiary body of the Economic and Social Council (ECOSOC). The Committee, which was established by ECOSOC in its resolution 2001/45, comprises twenty-four experts appointed for four years who serve in their personal capacity. The experts are nominated by the United Nations Secretary-General, in consultation with Member States, and approved by the Economic and Social Council (www.unpan.org/cepa.asp).

- A process of verification and validation is implemented to ascertain congruence between the documents submitted and what happens on the ground.
- The CEPA submits its recommendations concerning the winning cases to the United Nations Secretary-General for declaration of the winners.
- The winners of the awards are officially announced.
- Reviewers assess each nomination according to an evaluation form designed for each category of the Award. This form features a certain number of questions, and a mark is given for each question.

9. Awards Ceremony on the United Nations Public Service Day – 23 June

Winners of the United Nations Public Service Awards are celebrated every year at United Nations Headquarters on 23 June and awardees are invited to participate in the ceremony. The United Nations General Assembly, in its Resolution 57/277, designated 23 June as Public Service Day (A/RES/57/277). The United Nations Public Service Day intends to celebrate the value and virtue of public service to the community; highlight the contribution of public service in the development process; recognize the work of public servants, and encourage young people to pursue careers in the public sector. Since the first Awards Ceremony in 2003, the United Nations has received an increasing number of submissions from all around the world. The Awards Ceremony is also web-cast live through the United Nations web-site at www.un.org

The Award: The Winners of the United Nations Public Service Awards receive a United Nations certificate of recognition and they are awarded with the prestigious United Nations Awards Trophy.

Information regarding the past Ceremonies of United Nations Public Service Day is available online at: www.unpan.org/dpepa_psaward.asp

10. Dissemination of Information About the Awards and Winners

Information about the Awards (including eligibility criteria, and methods of nomination) is widely disseminated among all Permanent Missions to the United Nations, government ministries or other government agencies in charge of public service in Member States, institutional partners of DPADM, United Nations Development Programme Country Offices; UNPAN Regional Centres and the Regional commissions.

The United Nations Public Administration Network (UNPAN) is a useful means for transmitting information about the Awards to the various stakeholders. All relevant documents regarding the Awards are posted on the UNPAN website (www.unpan.org).

Finally, the Division also requires winners to publicize around them and through the media the Award they received, in order to further promote the United Nations Public Service Day and Awards, to raise awareness of this event among public institutions in their country and to encourage them to apply for an Award. The media coverage is ensured, for example, through press releases and interviews in magazines, newspapers, and other means of communication.

Graph 3:
United Nations
Public Service Awards
Winners by Region



Africa

 Botswana 2008	 Cameroon 2004	 Ethiopia 2013	 Kenya 2013-12, 7
 Mauritius 2013	 Morocco 2013-12, 7, 5, 4	 Nigeria 2013	 Rwanda 2012, 8, 6
 Senegal 2012	 South Africa 2013-12, 9, 8, 7, 4	 Tanzania 2010	 Tunisia 2010, 2008
 Zambia 2009, 6, 3			





Europe and North America

 Albania 2010	 Austria 2007, 2004	 Belgium 2006	 Bosnia 2012
 Canada 2012, 10, 9, 2007-3	 Germany 2013, 10, 8	 Greece 2003	 Italy 2013, 10, 7, 3
 Netherlands 2006	 Poland 2009	 CO Puerto Rico 2008	 Slovenia 2013-12, 9, 7
 Spain 2013-12, 8, 5, 3	 Sweden 2009, 2008	 Switzerland 2012, 2007	 USA 2013-2012, 8



Asia and the Pacific

 Australia 2012, 10, 8, 7, 6, 4	 India 2013-12, 2010-5	 Japan 2010	 Malaysia 2012
 Philippines 2013, 2012	 Rep of Korea 2013-12, 2010-3	 Singapore 2013-12, 2008-5, 3	 Thailand 2013, 2012



Latin America and the Caribbean

 Bolivia 2003	 Brazil 2013-12, 10, 8, 6, 4	 Chile 2007, 2003	 Dominican Republic 2012
 Ecuador 2013	 Grenada 2012	 Mexico 2013-2012, 5, 3	 Trinidad 2013



Western Asia

 Azerbaijan 2007	 Bahrain 2013-12, 10	 Egypt 2013-12, 9, 3	 Georgia 2013, 2012
 Jordan 2013, 2008	 Lebanon 2012-10, 7, 3	 Oman 2013-12, 10, 9, 3	 Pakistan 2013
 Saudi Arabia 2010, 2008	 Turkey 2012	 UAE 2013-12, 7, 6	

Good Practices and Innovations in Public Governance

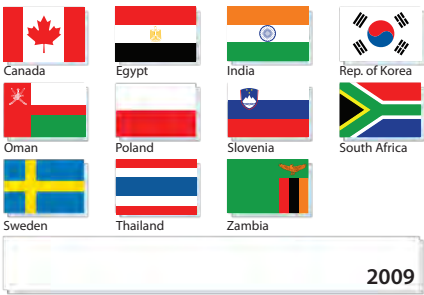
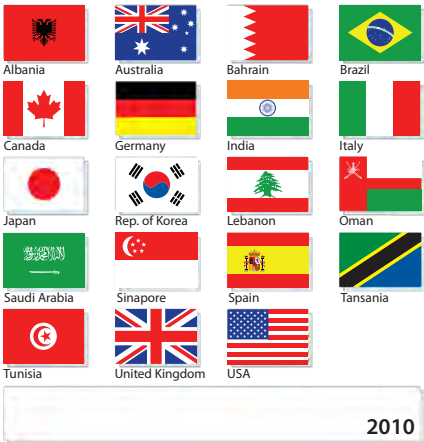
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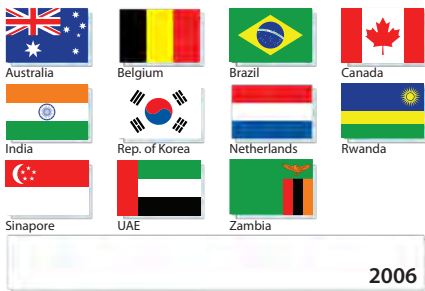
Success Stories from the
United Nations Public Service Awards
Winners (2012-2013)





Graph 4: United Nations Public Service Awards
Winners by Year





2013 United Nations Public Service Day

The United Nations Department of Economic and Social Affairs facilitates the search for innovations in governance and public administration through the Public Service Awards Programme. This year, 47 public organizations were awarded with the most prestigious recognition of excellence in public service on 23 June, during the United Nations Public Service Day. The programme has five categories for which nominations of public institutions are submitted every year. The winners are from the following countries: in 1st place and 2nd place, respectively:



1st place winners: Brazil; Ecuador; Egypt; Germany; India; Italy; Moldova; Morocco; Nigeria; Oman; Pakistan; Peru; Slovenia; South Africa; Spain; Thailand; Trinidad & Tobago; United Arab Emirates.

2nd place winners: Bahrain; Botswana; Brazil; Ethiopia; Georgia; Grenada; India; Italy; Jordan; Kenya; Mexico; Morocco; Nigeria; Republic of Korea; Singapore; Slovenia; Spain; United Arab Emirates; United States of America.

2013 Winners



2012 United Nations Public Service Day



1st place winners: Bahrain; Bosnia and Herzegovina; Brazil; Dominican Republic; India; Lebanon; Malaysia; Mauritius; Mexico; Republic of Korea; Senegal; South Africa; Spain; Thailand; Turkey; United Arab Emirates; United States of America.

2nd place winners: Australia; Canada; Egypt; Georgia; Grenada; India; Kenya; Mexico; Morocco; Oman; Republic of Korea; Rwanda; Singapore; Slovenia; Spain; Switzerland; Thailand; Turkey.

2012 Winners




**Graph 5: United Nations Public Service Awards
2012-2013 Winners by Country**

 *pg. 170*
Australia

 *pg. 27, 46, 104, 143, 145*
India

 *pg. 53*
Peru

 *pg. 51, 149*
USA

 *pg. 92, 197, 220*
Bahrain

 *pg. 31, 109,*

 *pg. 29, 64, 66, 80, 82, 105, 122, 172, 187*
Rep. of Korea

 *pg. 210*
Bosnia

 *pg. 114*
Jordan

 *pg. 141, 207*
Rwanda

 *pg. 78*
Botswana

 *pg. 100, 205*
Kenya

 *pg. 136*
Senegal

 *pg. 55, 70, 181, 215*
Brazil

 *pg. 160*
Lebanon

 *pg. 84, 124, 147*
Singapore

 *pg. 176*
Canada

 *pg. 185*
Malaysia


 *pg. 33, 86, 179*
Slovenia


 *pg. 153*
Dom Rep

 *pg. 120*
Mauritius

 *pg. 40, 203*
South Africa

 *pg. 110*
Ecuador

 *pg. 57, 126, 128, 155, 217*
Mexico

 *pg. 48, 50, 87, 151, 174, 192, 212*
Spain

 *pg. 72, 112, 162*
Egypt

 *pg. 68*
Moldova

 *pg. 195*
Switzerland

 *pg. 98*
Ethiopia

 *pg. 25, 79, 97, 139*
Morocco

 *pg. 44, 168, 189*
Thailand

 *pg. 37, 132, 165*
Georgia

 *pg. 42, 76*
Nigeria

 *pg. 88*
Trinidad

 *pg. 107*
Germany

 *pg. 35, 59, 222*
Oman

 *pg. 130, 200*
Turkey

 *pg. 158*
Grenada

 *pg. 102*
Pakistan

 *pg. 61, 90, 93*
UAE

2013 United Nations Public Service Awards Winners

Category 1

pg



Morocco



India



Rep. of Korea



Italy



Slovenia



Oman



Georgia

Category 2

pg



South Africa



Nigeria



Thailand



India



Spain



USA



Peru



Brazil



Mexico



Oman



UAE

Category 3

pg



Rep. of Korea



Moldova



Brazil



Egypt

Category 4

pg



Nigeria



Botswana



Morocco



Rep. of Korea



Singapore



Slovenia



Spain



Trinidad and Tobago



UAE



Bahrain

Category 5

pg



Morocco



Ethiopia



Kenya



Pakistan



India



Rep. of Korea



Germany



Italy



Ecuador



Egypt



Jordan





2013 Category 1

Category 1: Preventing and Combating Corruption in the Public Service

Region	Country	Initiative	Description	Pg
Africa	Morocco	<i>Integrity Reinforcement</i>	Enhancing transparency and improving the processing of retirement fund disbursements	25
Asia and the Pacific	India	<i>Mass Contact Programme (MCP)</i>	Accelerating the response rate for citizens complaints on service delivery	27
	Republic of Korea	<i>Anti-Corruption Clean Construction System</i>	Enhancing transparency and accountability in the Korean construction industry	29
Europe & North America	Italy	<i>INPS: Our fight and synergy against corruption</i>	Enhancing transparency and accountability in the social welfare system in Apulia	31
	Slovenia	<i>Supervisor</i>	Creating more transparency and decreasing corruption through ICT	33
Western Asia	Oman	<i>Complaints Window</i>	Striving for accountability and transparency through strengthening the State Audit Institution and by creating dialogue channels with the public.	35
	Georgia	<i>Online Asset Declaration System (OADS)</i>	Promoting transparency and accountability of government through public online asset declarations of public servants	37



Morocco



India



Rep. of Korea



Italy



Slovenia

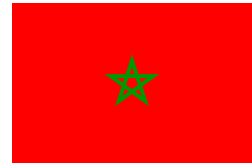


Oman



Georgia

AFRICA

Morocco – 1st Place Winner**Initiative:**

Integrity Reinforcement

Institution:

RCAR - Régime Collectif d'Allocation de Retraite

Description

Enhancing transparency and improving the processing of retirement fund disbursements

Summary

Integrity Reinforcement is a customer-oriented initiative seeking to enhance transparency and in the process of retirement funds allocation. A user-friendly portal was developed to automate the process for transactions that are more vulnerable to corruption as well as to improve access to information. Due to the Parliament's recent recognition of legal protections for whistle-blowers and the information that is now easily accessible through the government portal corruption could be reduced .

The Problem

Before the initiative, several processes required human interaction between RCAR and all its stakeholders as they had to be managed manually. With limited information available online, pensioners could only receive information on their transactions through telephone calls, which were not automatically traced and recorded. The fund faced risks of potential “ghost pensioners” and collusion between managers and customers for fraudulent claims. At times, fund officials received gifts compromising their impartiality and integrity. Overall, there was limited transparency in the management of the funds causing a lack of confidence among clients. Taking into account that RCAR manages fourteen funds, with 632,529 contributors and 200,221 pensioners the impact of potential mal-operation was significant.

The Solution

The system was computerized to reduce the need for manual processes as well as to enable clients to access to their personal information. The initiative also introduced whistle-blower policy and a feedback mechanism by which clients can submit complaints. As the integrity and level of skills of the team members are a key factor in enhancing the integrity of the process and to fight corruption. much emphasis has been placed on building the capacity of the team that manages the various processes.

Impact

Paper based and manually managed processes have been reduced thus increasing the transparency and efficiency of fund disbursements. A help desk is now available for clients' questions and concerns on 7 days a week around the clock. Additionally, officials and citizens benefit from a whistle-blower policy. The computerization of the process has also resulted in cost-savings. The initiative has improved accountability and has enhanced data integrity through increased protection of data.

Asia and the Pacific

India – 1st Place Winner

Initiative:

Mass Contact Programme (MCP)

Institution:

Chief Minister's Office of Kerala State



Description

Improving government response rate to citizens complaints on service delivery

Summary

This initiative is the Mass Contact Programme (MCP) in the local government of Kerala, India (a state located in the South-West region of India on the Malabar coast). The follow-up rate on complaints received from citizens was very low causing diminished trust in government. MCP was launched to address this issue and to increase the level of direct engagement with citizens.

The Problem

Bureaucracy was very high in Kerala state. The low level of response to citizens' requests and concerns caused a large volume of complaints. The most affected people were the middle class and low income people. Complaints about government officials were not addressed adequately by senior government officials and citizens were faced with limited opportunity to find satisfactory solutions to the problems they experienced with public service delivery. The piles of files in various offices of departments and government secretariat increased up to 132,000 files pending in the spring of 2011.

The Solution

A programme, named the Mass Contact Programme (MCP) was launched in 2012. It aimed at combating red tape in public administration in the State of Kerala by enabling more interaction between the people and the government. In particular, the program encourages citizens to approach the government directly to address their concerns without delay or corrupt practices. As part of the program, the Chief Minister of Kerala State visits each town and organises open meetings at which people can address their queries personally. So far, MCP was conducted in all 14 districts of the state and lasted for an average of 16 hours in each district. In addition, the Chief Minister's Chamber and Office also has a 24 x 7 Live Webcast at www.keralacm.gov.in that allows citizens to watch the proceedings of the Chief Minister's Chamber and Office around the clock.

Impact

This programme has reduced the time usually taken to respond to complaints and actions and has solved many problems which existed over a long time. The initiative takes an innovative approach, encourages transparency and enhances interaction between government and citizens'. The large turnout at the Mass Contact programmes of Chief Minister in Districts were illustrative of citizens' interest in such opportunities for dialogue. Many problems were resolved quickly. The direct access to the Chief Minister has also had a positive impact on the accountability of officials.

Republic of Korea – 2nd Place Winner



Initiative:

Anti-Corruption Clean Construction System

Institution:

Seoul Metropolitan Infrastructure Headquarters

Description

Enhancing transparency and accountability in the Korean construction industry

Summary

Since the mid-1990s, Korea has taken a number of measures to improve the transparency level of its construction industry. However, the construction industry continued to have very limited transparency. According to data released by the Supreme Public Prosecutor's Office (SPO) and the Citizens' Coalition for Economic Justice (CCEJ), a local civic group, 412 corruption cases out of a total of 765 cases in Korea were in the construction industry. This amounts to over 50 %, of corruption cases covered by Korean media between March 1993 and July 2006. Payment systems were automated to enhance efficiency.

The Problem

The domestic construction industry scored an approximate 50% on the transparency scale , which pointed to a significant level of corruption. Back pay owed in construction was significantly higher than that of other industries in Korea. According to a survey conducted by the Ministry of Labor, 18,000 construction workers reported that they didn't receive wages in total amounting to 86 billion won 2011. The estimated number of unpaid working including the cases that were not reported is even at 68.8%. The situation is perpetuated by the pyramid structure of the local construction industry whereby contractors often did not pay subcontractors, leaving workers vulnerable.

The Solution

A first step for the anti-corruption clean construction system was to establish a system preventing fundamental construction corruption. The city wanted to ensure that construction work was completed as planned, false reporting on the input of materials and substandard construction work was prevented. Primary contractors and subcontractors, were paid separately and payment information was available online to all as soon as a payment was made, making it more difficult to re-direct funds meant for workers wages to other purposes. Progress reports can now be made on line and all stakeholders of a project can monitor project information in real time.

Impact

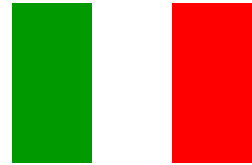
The initiative has resulted in the creation of an exemplary system that has shown to be effective in preventing systemic corruption in the construction industry. This new measure protected the worker as the weakest link in the chain, improved construction work efficiency and increased citizens' convenience through easy access to critical information. While the system is largely designed to protect subcontractors, the city of Seoul took also measures to make the system accessible to disadvantaged groups of citizens such as the disabled and the elderly who required special measures for easy access to the system's information on the computer. Text, voice information and special keyboards were made available to such groups of people.

Europe and North America

Italy – 1st Place Winner

Initiative:

INPS: Our fight and synergy against corruption



Institution:

INPS Regional Management (National Institute of Social Welfare), Apulia, Bari

Description

Enhancing transparency and accountability in the social welfare system in Apulia

Summary

INPS (National Institute of Social Security) is the country's main institute providing social security and welfare. In particular in the south of Italy there is a higher concentration of economic and social problems and in the past years INPS noticed an increase in the fraudulent registration of welfare benefits as well as corruption. In response to the problem, INPS launched a program to create more transparency and accountability.

The Problem

The Italian regions of Apulia, Calabria and Lazio are areas characterized by high social security fraud. Many individuals provided false information to the Istituto Nazionale della Previdenza Sociale (INPS) to claim retirement benefits, welfare, unemployment benefits and pensions from the social security system.

The Solution

The initiative, "Istituto Nazionale della Previdenza Sociale (INPS) - National Social Security Institute: Our fight and synergy against corruption" of Italy focused on ways to detect misuse of social security and assistance benefits, including retirement benefits and pensions. Measures such as training of inspectors and streamlining and standardization of inspection procedures were introduced. Process engineering, upgrading ICT technologies, prompt reporting and a well-established corporate culture of transparency and impartiality have made it possible to set up a modern management control system that has improved efficiency and adherence to rules.

Impact

The programme has enhanced transparency and accountability in social welfare services. A number of senior officials were arrested and separated from service for receiving concessions for contributory benefits to local companies. The project has made it possible to uncover fictitious employment relationships and large-scale benefit fraud. A recovery procedure for payments that had been collected after the hold-

er's death amounted to 3 million euros. 16,000 fictitious employment contracts in the agricultural sector were discovered; several thousand claims submitted by lawyers were turned down by the courts and four lawyers from the Puglia region were charged with serious, ongoing fraud against INPS.

Slovenia – 2nd Place Winner

Initiative:

Supervizor

Institution:

Commission for the Prevention of Corruption (CPC)



Description

Creating more transparency and decreasing corruption through ICT

Summary

Analysis of public finance indicated that there was a noticeable level of corruption in the country. However, transparent financial information was not available. The Commission for the Prevention of Corruption created an online application that provides information on business transactions to the public as well as regulatory bodies. This new level of information about financial flows significantly increased transparency and lowered corruption.

The Problem

The Commission for the Prevention of Corruption (CPC) had gathered and analysed data about all payments of the public sector bodies during the period 1 January 2003 till 31 December 2010. The analysis showed controversial practices in budget expenditure indicative of corruption. The data also revealed that the Slovenian business environment lacked transparency. Overall, there was only minimal or no data about public expenditures accessible to the public and no proactive approach towards creating transparency of public finances.

The Solution

Supervizor is an online application that provides information to users on business transactions of the public sector bodies. This includes direct and indirect budget users such as the bodies of all three branches of power, independent judicial and state bodies, local communities and their parts with legal personality, public institutes, public funds, public agencies etc.). The data is updated daily and provides the general public with information on public sector spending. It combines relevant data from different sources in a more user-friendly format and thus represents an important step towards more transparent state operations. The application also indicates the ownership and management structures of the Slovenian companies and provides data from their annual reports. It enables insight into financial flows among the public and private sector not only to the public, media and business sector but also to regulatory and supervisory bodies.

Impact

Supervisor resulted in an increased level of transparency and accountability of public finances in the Republic of Slovenia and by extension has a positive impact on the more efficient use of public funds and the prevention of systemic corruption in the country. The initiative had multiple positive effects including at the local level where it is now used by people to actively participate in the creation of policies and in the allocation of public financial resources. The application continues to be used for detecting new cases of alleged corruption by analyzing the financial flows. Overall, CPC has received positive feedback on its web application from a wide range of users.

Western Asia

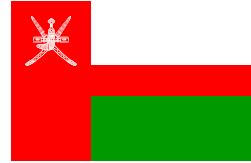
Oman – 1st Place Winner

Initiative:

Complaints Window

Institution:

State Audit Institution



Description

Striving for accountability and transparency through strengthening the State Audit Institution and creating dialogue channels with the public.

Summary

The State Audit Institution (SAI) was largely perceived as lacking impact due to its limited mandate and its lack of interaction with the public in the receipt of complaints. Subsequently, SAI mandate was strengthened and a multi-channel complaints mechanism was introduced for the public. The changes had a positive impact on the effectiveness of audits as well as on the level of confidence in government among citizens.

The Problem

There are a total of 220 government entities that are auditable by the State Audit Institution (SAI) in Oman. In addition, SAI has authority to audit private companies in which the government has a stake of more than 51%. However, SAI was limited to conducting financial audits of organizations and companies and to issuing recommendations without a mandate to enforce and monitor the implementation of its findings even in the case of malpractices. The responsibility to implement the recommendations made by SAI would be solely with the audited entities, limiting its overall effectiveness in creating more transparency. There were also no effective channels for the public to submit their complaints to the SAI contributing to the perception of lack of transparency and accountability.

The Solution

SAI was reformed to strengthen its mandate to conduct financial and administration audits in all fields including administrative audit, performance audit, auditing of decisions relating to financial contraventions, investments. SAI also received a mandate to be able to audit all accounts of government entities and private companies. In addition, a Department of Social Community (DSC) was established to enhance the relationship between SAI and the community. DSC key functions include collating, registering, tracking and monitoring of public feedback, concerns and complaints

through various channels such as email, online forms, hotline, online forums and chat rooms, newspaper, social media. Through the SAI portal, the public can submit their complaints, feedback or concerns as well as the necessary related documentation. SAI can also be contacted via dedicated hotlines, complaints windows, special emails in addition to receive information through twitter and other social media networks.

Impact

As a result of this initiative, close to 400 feedbacks from the public were registered since the launch of the electronic feedback/compliance system in July 2011. Since its reform, SAI conducted a total of 350 audits as compared to 177 audits in 2009/10. This amounts to an increase of 98% in the number of audits. Between 2010 to 2011 approximately 1.3 billion OMR (3.38 USD) of public funds were recovered and saved because audits were more effective and targeted based on the feedbacks received. Most importantly, SAI was able to strengthen the level of transparency and accountability in the government entities, thus boosting public confidence in public service.

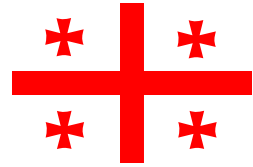
Georgia - 2nd Place Winner

Initiative:

Online Asset Declaration System (OADS)

Institution:

Civil Service Bureau



Description

Promoting transparency and accountability of government through public online asset declarations of public servants

Summary

The lack of transparency around the financial assets of public sector officials in Georgia left room for corruption and negatively impacted on the confidence in government. In 2010, the Civil Service Bureau launched an online system to collect financial information of public officials. This availability of such information has greatly contributed to accountability and transparency in Georgia.

The Problem

The assets and income of top government officials have long been the subject of public interest in Georgia. However, Georgian society was largely unaware of the financial situation of their public officials. The government did not provide such information on the assets of public officials. Such conditions were conducive to corruption and the media and civil society were unable to monitor the activities of public officials with view to unlawful behaviour or conflict of interest. Overall, this impacted the public's confidence in government and candidates in government positions.

The Solution

In 2010, the Civil Service Bureau of Georgia (CSB) launched the Online Asset Declaration System with the aim of replacing the out-dated and paper based declaration system. The main purpose of the new system was to enable the online submission and public disclosure of asset declarations of high-ranking government officials. Through this online system government officials are required to fill out an asset declaration on an annual basis, reflecting the position of the assets owned by them and their family members. In total, there are more than 2,800 senior officials who are obliged to submit an online asset declarations annually.

Impact

According to a survey conducted by the OSCE in 2010, Georgia has made significant

efforts in the fight against corruption. An important step towards more public scrutiny has been the publication of asset declarations on the Bureau's website since the end of 2009. The principal goal of the Online Asset Declaration System, to ensure accessibility and public disclosure of the financial information of high ranking public officials, has been accomplished. It promotes transparency and accountability of the government and increases public monitoring and control.



2013 Category 2

Improving the Delivery of Public Service

Region	Country	Initiative	Description	Pg
Africa	South Africa	<i>Communal Ablution Blocks for Informal Settlements</i>	Providing access to potable water and sanitation services to informal settlement dwellers	40
	Nigeria	<i>Mailafiya</i>	Improving management of health data and access to primary health care through ICT	42
Asia & the Pacific	Thailand	<i>Child First-Work Together (CF-WT)</i>	Providing early assessment of children with special needs and investing into their skills development	44
	India	<i>Swavalamban</i>	Improving efficiency in disbursement of pensions through ICT	46
Europe & North America	Spain	<i>Service for people with limited mobility</i>	Enhancing access for travelers with disabilities	48
	Spain	<i>Modernization of local administration through use of new technologies</i>	Integrating knowledge management systems for improved efficiency	50
	USA	<i>Improving Outcomes for Children</i>	Improving child welfare services through enhanced monitoring systems	51
Latin America & the Caribbean	Peru	<i>Exercising Human Rights through access to National Identification Document for Minors</i>	Improving the management of social benefits for children through provision of an identification document	53
	Brazil	<i>Pacto Pela Vida-PPV</i>	Improving safety and security for the people of Pernambuco	55
	Mexico	<i>Investment promotion in Rural Property</i>	Improving livelihoods through facilitating investment opportunities to benefit local communities	57
Western Asia	Oman	<i>INJAZ Hall</i>	Improving the delivery of municipal services through a one-stop centre	59
	United Arab Emirates	<i>Managing customer service at Dubai Police</i>	Improving customer satisfaction with police services in Dubai	61



South Africa



Nigeria



Thailand



India



Spain



USA



Peru



Brazil



Mexico



Oman



UAE

AFRICA

South Africa – 1st Place Winner



Initiative:

Communal Ablution Blocks for Informal Settlements

Institution:

E’Thekwini Metropolitan Municipality Water and Sanitation Services

Description

Providing access to potable water and sanitation services for informal settlement dwellers

Summary

Informal settlements in Durban, with an approximate population of 1 million people had inadequate provision of water and sanitation services. With an ever-increasing influx of people into the city, searching for employment opportunities, lack of sanitation has resulted into unhygienic and hazardous living conditions, which pose health risks for the shack dwellers.

The Problem

Providing sustained water and sanitation systems in South Africa is a daunting task due to water scarcity, water stress and high urbanisation rate (UNDEP, 2002). In the urban and peri-urban areas of Durban, approximately 1 million people live in densely populated informal settlements without proper water supply and sanitation services. 150,000 families are estimated to occupy 417 informal settlements in eThekwini, living in basic shacks and suffering from poor water and sanitation conditions. Standpipes and water tanks are the main sources of water supply. Open defecation, pit latrines or Ventilated Improved Pit (VIP) latrines are the most common sanitation options, creating environmental pollution and making residents vulnerable to water-borne diseases. Women and children walk long distances in poorly lit areas to obtain water or use toilets, making them vulnerable to crime.

The Solution

The e’Thekwini Municipality in Durban has designed an effective temporary solution to address this problem, known as the Communal Ablution Blocks (CABs). These are modified shipping containers, each having 2 showers and 2 flush toilets. Attached to the outside of each container are 4 basins used for washing clothes. Lighting is provided at night and improves the safety of users, particularly the safety of women and children. The CABs are connected to the municipal sewerage and water systems and are provided on 350 sites in informal settlements in pairs - one for women and

one for men with 300 caretakers. Gardens were also designed and piloted to fit in small places so that grey water could filter directly to the roots of vegetables to improve food security for poor families.

Impact

1,000 households, and an estimated 200,000 residents of informal settlements in Durban now have access to sanitation services. According to the results of the 2010 and 2011 University of Kwazulu Natal surveys to measure the effectiveness of the program, a high 82,2% of households stated that the CABs significantly improved their lives. This initiative has significantly reduced costs of building and maintaining sanitation facilities in the informal settlements and reduced environmental pollution.

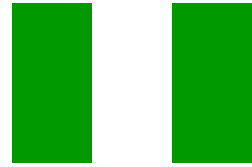
Nigeria - 2nd Place Winner

Initiative:

Mobile Integrated Primary Health Care Service Delivery
"MAILAFIYA"

Institution:

Federal Capital Territory Administration, Abuja, Nigeria



Description

Improving management of health data and access to primary health care through ICT

Summary

The Federal Capital Territory, Abuja, Nigeria faced challenges in the provision of primary health care services. At the forefront of these challenges were limited availability of medical commodities, lack of comprehensive policies, poor data management practices and poor inter-departmental cooperation. The project sought to address these through integrating data banks into a central database and improving health care services using mobile teams to reach remote areas with extremely difficult terrain.

The Problem

There was a general perception that the Millennium Development Goals 4, 5 and 6 targets would not be met by 2015. A baseline survey conducted within the Federal Capital Territory (FCT) in 2008 revealed that 60% of residents of over 800 communities were poor and 74% of communities did not have access to health care services. Out of the operational health care centres, only 17% were fully functional. The World Health Organization (WHO) estimated that in FCT, adequately serving the population would require 434 Primary Health Centers (PHCs). Unfortunately only 179 existed, many of which were operating at sub-optimal levels. Rural populations had to travel long distances to reach these centres and they often die of simple ailments like Malaria which is the most common ailment in these areas, constituting more than 70% of out-patient department (OPD) cases.

The Solution

MAILAFIYA was established to improve health care by managing key health data in an integrated manner and provision of mobile health services to the rural and poorest communities, particularly those in remote and difficult to reach settlements. This resulted in the reduction of the cost of providing healthcare delivery of services. The platform created enhances planning and evaluation of the health system and controls loss of medical inventory. The mobile teams educate communities on preventive

health measures with particular emphasis on promotion of child and maternal health care . The programme generates real time data from the field using the Intel powered Net- Book-“HAWK Pick”.

Impact

Since its inception, the program has seen and treated seventy-five thousand cases of tropical diseases. Access to health care has been increased, improving the response rate to disease outbreak in the communities and the quality of healthcare services. The programme is providing platforms for health systems research particularly community based studies in the FCT. The programme has created a dependable database for improved management of health care. A preliminary survey report revealed that, there has been an increase in access to health care from 17% to 71% in all the communities of the Federal Capital Territory. 94% of respondents of the assessment attested to improved delivery of health services.

Asia and The Pacific

Thailand – 1st Place Winner

Initiative:

Child First-Work Together (CF-WT)

Institution:

Rajanagarindra Institute of Child Development - Ministry of Public Health

Description

Providing early assessment of children with special needs and investing into their skills development

Summary

The public health care in Thailand had limited provisions for children with delayed development and mainly focused on provision of primary health care. Families had limited support from the public health care system to ensure that they receive appropriate training and are equipped with skills necessary for their future employment. The initiative addressed this by training parents, school teachers and health personnel on assessment and treatment for children with special needs.

The Problem

Before the project started, Thailand health care services for children focused largely on giving vaccination to prevent communicable diseases. The health personnel had little knowledge and skills on screening or assessing child development and there were no targeted interventions for children with delayed development. The situation was exacerbated by inadequate health care facilities that led to congestion at the centres and limited treatment time for patients. In the year 2007, there were an estimated 1,269,483 Thai children with special development needs, and 209,393 of these children were in the northern part of Thailand. However, 57.% of children with delayed development had no chance to access screening services and get proper diagnosis of their special development needs from health care facilities. Families struggled with high expenses of looking after children with delayed development, and in some instances had to leave their jobs in order to look after their children on a full time basis, losing much needed income.

The Solution

Located in northern Thailand, the Rajanagarindra Institute of Child Development (RICD) is an Institute under the supervision of the Department of Mental Health and the Ministry of Public Health, tasked with providing treatment and rehabilitation for children with delayed development. The institute implemented a project called

“Child First – Work together” or CF-WT to enhance awareness of health personnel and people who work with children, on the importance of assessing their child’s development. A manual on child development promotion, training courses and other materials were developed, leading into skills development among public health personnel, teachers and parents. The materials were integrated into the public health service system.

Impact

Early screening for childhood development has enabled health personnel and parents to better support the needs of their developmentally delayed child. As a result the assessed child was able to study in school with peers and develop normally. Upon completion of their education, they are significantly more employable and able to be self sufficient. From 2008 – 2011, it was found that 75% (2008) to 87% (2011) of children, who were discharged from the RICD had better development. Services for children with special needs were brought closer to the communities, saving money and time for families.

India - 2nd Place Winner

Initiative:

Swavalamban

Institution:

District Administration, Dhanbad



Description

Improving efficiency in disbursement of pensions through ICT

Summary

The initiative improved disbursement of pensions in the District of Dhanbad. The system was largely manual, with a lot of paper work and tedious processes for registering new pensioners and disbursing payments of existing pensioners. Payments took up to three months, and the initiative has cut down this time to a maximum of three days, through automating payment and creation of direct cash transfers into pensioners' bank accounts. The system was also riddled with corruption, with a number of fictitious pensioners on the system and retention of pensioners who have since died.

The Problem

Before the implementation of the SWAVALAMBAN initiative, the process of disbursement in the payment of pensions, particularly registration of new pensioners was very cumbersome, tedious, involved lot of paper work, inefficient, non transparent, and provided unreliable information. A pensioner had to wait days, weeks or months and sometimes had to pay bribes to get entitlements. It used to take about 3 months to complete one cycle therefore, disbursement of monthly pension was not done on monthly basis violating the order passed by the Hon'ble Supreme Court of India. Disbursement happened approximately every six months. For this the beneficiaries had to run from pillar to post to know the date of disbursement and the amount to be received.

The Solution

The main achievement of the initiative is the creation of a direct cash transfer (DCT) into the account of the pensioners before the 7th of every month. For this purpose accounts for pensioners were opened. Access was granted to them either in a Bank or local post office. The opening of personal accounts in Bank/Post Office in the proximity of the beneficiary cut down the cost and time in getting pension amount. Payment through Business Correspondent in remote rural areas has dramatically improved the delivery of services. In addition, the database of all pensioners was

digitized with the help of newly developed software. Online advice was generated and advice sent to the treasury & Treasury Bank for adequate responses.

Impact

The new system has reduced the number of pensioners by 20% through the data authentication process and bogus registrations were eliminated as well as pensioners who had passed away but were still on the system. The time of processing was reduced from 2-3 months to 2-3 days and timely disbursements have improved satisfaction with the service among pensioners. In addition to this they are also receiving interest on the amount and timely information through CSC/Website. The project has drastically reduced the workload of Panchayat and Block. Their time is now spent on other functions and in expediting the timely processing of pensions for new beneficiaries. Monitoring at district and government level has been simplified making it only a mouse click away.

Europe and North America

Spain – 1st Place Winner



Initiative:

Service for people with limited mobility

Institution:

Aena Aeropuertos

Description

Enhancing access for travelers with disabilities

Summary

The initiative sought to ensure smooth travel of people living with disabilities through airports in Spain. AENA, the Spanish public body that owns and operates the majority of the airports in Spain improved accessibility of all airport areas, including equipping elevators with Braille control.

The Problem

Until 2008, Aena Airports were not sufficiently adapted to travelers with reduced mobility. This problem had become increasingly important due to three main factors. First, the proportion of people with reduced mobility (PRM) in Spain is structurally increasing, on account of the aging of the population in particular. Secondly, the travelers transportation industry is subject to increasing requirements in terms of comfort, safety and social responsibility. Thirdly, the juridical framework now guarantees PMR's right to assistance at no extra cost, with trained staff and appropriate technical capabilities for each passenger at airports.

The Solution

The answer to this problem came in 2008 with the creation of the Service of Assistance for People with Reduced Mobility. This initiative of the AENA provides comprehensive services to persons with disabilities at the Aena airports. Over 8 per cent of the Spanish population is comprised of persons with disabilities, and with the aging structure of the population this number is going to get higher. The initiative ensures equal rights and opportunities for good services to the disabled, and complies with the European Commission regulation from 2006 on rights of the disabled when traveling by air. The comprehensive and free service to the disabled at the Aena airports includes for example special meeting points and service desks, access ramps, special parking space, automatic doors, elevators with Braille control, possibility to request special service through the Aena website and call centre, etc. 1500 specially trained staff members assist disabled people at the airports in all aspects of their

travel. From 2008, approximately 5 million people with disabilities benefited from these services. Aena has collaborated extensively with the Spanish national organization of disabled people and other disabled people's organizations in the planning and implementation of the initiative, ensuring that the needs of people with different kinds of disabilities are catered for.

Impact

According to the feedback Aena is receiving from travelers with reduced mobility as well as from PMR associations, the implementation of the Service of Attention to PMR has had a strong impact on PMR as it has enabled them to access air transportation without an escort. The service is highly valued by Aena passengers, and has been recognized by various institutions as one of the top "Best Practices" developed by companies to promote the integration of people with disabilities in public services. The overall user satisfaction rate was 4.7 out of 5 (5 being the maximum score).

Spain – 2nd Place Winner



Initiative:

Modernization of local administration through the use of new technologies

Institution:

BiscayTIK Fundation

Description

Integrating knowledge management systems for improved efficiency

The Problem

Before the implementation of BiscayTIK, every one of Biskaia's 112 municipalities had a different Municipal Information System, most of them provided by different vendors. What is more, these initial differences had been sharpened across time, as the municipalities adjusted their system to their specific needs. As a result of such a poor integration between so many databases, services to citizens suffered from a low efficiency, wastes of time and human errors.

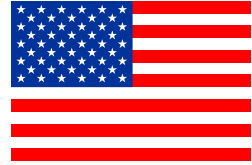
The Solution

Following a decision made in 2007, and in order to comply with the Law on Citizens' Electronic Access that as enacted that same year, the Provincial Council of Biskaia issued in 2008 a public tender for a new municipal management tool. This tender was finally won by Microsoft. By the end of 2008, the six municipalities that had worked on the definition of the solution were the first to implement the BiscayTIK System, which is based on two main points. The first step consists in the implementation of the Municipal Administrative Manager (MAM), a fully integrated solution that covers most of the municipalities needs in terms of IT. Once the MAM is implemented, the following step consists in offering citizens the possibility to complete telematic procedures through the web portal of their municipality, wherever and whenever they want.

Impact

The most immediate impact of the BiscayTIK project was to increase management efficiency by eliminating unnecessary redundancy caused by the lack of integration between the previous systems and to prevent the existence of inconsistent information. This contributed to providing better service to citizens and to reducing waiting times. The integration of all the municipal systems into one centralized application also enabled the realization of scale economies and spared travel to many of the system's 65,000 users.

United States of America - 2nd Place Winner



Initiative:

Improving Outcomes for Children

Institution:

Philadelphia Department of Human Services

Description

Improving child welfare services through enhanced monitoring systems

Summary

The initiative improved the delivery of child welfare services in Philadelphia, through review of internal processes and putting in place enhanced monitoring systems. Improved monitoring of children's welfare has resulted into accurate reporting and addressed the challenge of falsifying reports, a practice that left children very vulnerable to abuse and neglect.

The Problem

In 2006, Philadelphia's child welfare system was in dire crisis. Children placed in the care of Philadelphia's Department of Human Services (DHS) – the municipal agency charged with protecting children at risk for abuse and neglect, were not properly taken care of. A 14-year old girl with cerebral palsy, was such an example and she died of neglect, severely emaciated, weighing only 46 pounds, and covered in bedsores. At the time of her death, DHS was providing in-home services to approximately 6100 children at risk for abuse and neglect and monitoring the care of approximately 6,000 in dependent out-of-home placement. Contracted agencies submitted false reports on the number of visits paid to the children. Among the problems underscored was the overlap and a lack of clarity in the roles of social workers employed by DHS and its contracted agencies.

The Solution

The agency has instituted comprehensive organizational and structural reforms, resulting in increased accountability, improved internal processes and most importantly, significantly enhanced child safety and wellbeing. The Division of Performance Management and Accountability (PMA), created in 2009 improved practice by reviewing cases to examine the quality and consistency of safety assessments and recommend improvements. Since 2009, PMA has conducted over 4500 case file reviews, and today, children served by DHS are more closely monitored. To further ensure the safety of children, in 2010 DHS implemented a protocol requiring work-

ers to visit children in placement at least once a month. Key components of the safety model are a Hotline Guided Decision Making (HGDM), an evidence-based, standardized decision-making model for screening and investigating abuse and neglect and an Electronic Case Management System.

Impact

In six years, Philadelphia's child welfare system has transformed from a national disgrace to a national model. Today, DHS is accountable, proactive and keenly focused on its mission of child safety. The safety model of practice enables the agency to better identify and focus its resources on those children at greatest risk of abuse and neglect. As a result, the number of children in dependent placement decreased 32% between 2006 and 2011. DHS also significantly reduced out-of-state dependent placements, enabling social workers to effectively monitor child safety and children to maintain contact with their biological families as appropriate. This program has connected children to relatives they previously did not know they had.

Latin America and The Caribbean

Peru – 1st Place Winner

Initiative:

Exercising Human Rights through access to National Identification Document for Minors

Institution:

National Register for Identification and Civil Status

Description

Improving the management of social benefits for children through provision of an identification document

Summary

From 2002 to 2012 the initiative has increased the documentation of children (under 18) across the country. The main aim was to enhance the distribution of social benefits. The procedures are now easier, as multiple government entities use the identification card for verification, unlike before, when each entity required its own identification document. The initiative covered nearly 9 million minors and has shown consistency and tangible results.

The Problem

In 2002, children from Peru did not have a DNI (National Document of Identification) and the identity card was only given to adult people. Before the implementation of this initiative it was a problem for social programs and public services to confirm that the children who were obtaining the benefits were the ones for which those were meant. Also the lack of a DNI used to facilitate children trafficking. The government needed to stop those situations and provide its citizens with better protection and benefits.

The Solution

The implementation began in 2001 with the proposal of the National Office to start the project of civil registers and minors identification. In 2002, the National Register for Identification and Civil Status (RENIEC) launched the “expedition of DNI to minors (from 0 to 17 years)”. Besides providing an identity right, this identification document facilitated children the access to services and public social programs. Ten years later, in 2012 more than 93.22% of the Peruvian children have a DNI.

Impact

The initiative has resulted in providing a digital national identity card from 0.1% to

93.22% of children in Peru', especially among vulnerable groups who were excluded from social services. One of the main benefits of this initiative is that of ensuring that children and adolescents have a right to social services, including health, education, nutrition, etc. Prior to this initiative, children without a national identity card could not apply for any social service. According to UNICEF, which provided a letter of recommendation, this is a very good initiative which ensures the respect of the rights of children and adolescents. The National Identity Card/Key opens up many doors to citizens between 0 and 17 years old. The initiative has been implemented through awareness and media campaigns, seminars, meetings and other means to raise awareness among poor segments of the population. The initiative enhances efforts to track kidnapped, trafficked or missing children.

Brazil – 2nd Place Winner

Initiative:

Pacto Pela Vida-PPV (Pact in Favor of Life)

Institution:

Government of the State of Pernambuco



Description

Improving safety and security for the people of Pernambuco

Summary

The state of Pernambuco had one of the highest homicide rates in Brazil for decades, reaching its highest level at 58.8 deaths by violent assault per 100,000 inhabitants. The public safety measures were fragmented and did not deter crime. The state undertook a situation analysis and developed an integrated public security plan which all stakeholders committed to implement. The crime rate has decreased significantly, falling from 58.8 to 38.7 in 2011, creating a better sense of security.

The Problem

For decades, the state of Pernambuco was known as one of the most violent in Brazil. Studies show that in the 30 years prior to 2007, Pernambuco consistently maintained a level of violent crime among the highest in Brazil, reaching in 2001 a rate of 58.8 deaths by violent assault per 100,000 inhabitants. The state capital, Recife, between 2000 and 2005, had the highest murder rate among all 27 state capitals in five of those six years, reaching levels above big cities like São Paulo, Rio de Janeiro and Brasília. In 2006, the year before the launch of the State's Program to Fight Violence, known as "Pacto pela Vida" (Pact in Favor of Life), Pernambuco registered 4,478 deaths by intentional homicide, following an upward curve since the beginning of the decade. The studies also showed that during the same period, crime and violence in the state were concentrated in more urbanized municipalities with higher population. Pernambuco also showed record levels of violence against women, averaging one murder per day from 2003 to 2006. There was little Government presence in the regions of greatest social vulnerability and the public security system was inefficient.

The Solution

In 2007, the Governor of Pernambuco, brought all stakeholders i.e. representatives of civil society organizations, the Executive, Legislative and Judicial branches, the prosecutors, the Universities and the Lawyers' Bar Association to a forum to identify a solution to the security risks in the state. The forum produced the Pacto pela Vida, an integrated management model which was the state's first Public Security Plan. An

important element of the Program is the fact that it is constantly monitored by the organized civil society, through blogs and discussion forums on the topic of crime in the state, which were created since the launch of the program. The key indicator for monitoring crime rates is the called CVLI, which refers to intentional homicide rate per 100,000 inhabitants.

Impact

The efforts undertaken have resulted in reduction in crime rates in Pernambuco after its implementation, whether in crimes against life or in crimes against property. The violence curve, which used to be ascending is now continuously descending. Pernambuco is no longer one of the most violent states in Brazil. A feeling of increased safety among Pernambuco's population resulting from more effective Government actions. The implementation of the program allow crimes that victimized part of the population, and that were not even investigated to become a priority target for the police force.

Mexico – 2nd Place Winner

Initiative:

Investment Promotion in Rural Property

Institution:

Procuraduría Agraria



Description

Improving livelihoods through facilitating investment opportunities to benefit local communities

Summary

The initiative was an information system to facilitate rural investments in Mexico. Close to 4000 private investment projects were formalized throughout the country benefitting about 400,000 farmers through an estimated total investment of US\$150 million. The project has also generated over 40,000 direct jobs and an estimated 55,000 indirect jobs.

The Problem

Comprising communities, 51% of Mexico's territory is communally-owned property. Communities have full legal rights, with 94,517, 811 hectares out of the total 100 million acres of communal land regularized. However, rural areas of Mexico are generally characterized by a lack of land productivity derived in part by the lack of economic resources and financing, lack of awareness of the potential and vocation of the land, and peasants and landowners' lack of business knowledge.

The Solution

The initiative sought to bring more investments to the communally owned areas of Mexico is a very encouraging example of successfully bringing together the needs and rights of communities that own their lands communally and attracting both foreign and national investments to ensure the development of the regions and enhanced income to the inhabitants of the communally owned land areas. This project collects information from investors on the type of investment opportunities they are looking for, and information from the inhabitants of the communally owned areas on the type of investments they want to host in their land. When the right 'match' is made the project helps in the drafting of a legal document protecting both the rights of the communal land owners and the legal rights of the investors and in ensuring the contracts are clear and transparent. During the four years of the project 400,000 people have benefited from the programme and 3,778 investment programmes have been finalized.

Impact

Hundreds of thousands of people in rural areas of Mexico have benefited by the advises and supervision of the program through development that takes into account local landowners' rights. Peasants benefit economically which improves their quality of life. The investor has no problem with finding the property and has legal certainty of where his investment will be and those investments have brought benefits to the national economy. The initiative has ensured that sustainable development of communal areas can be achieved through investments while protecting communal landowners' rights. It has also encouraged other communities to register their properties.

Western Asia

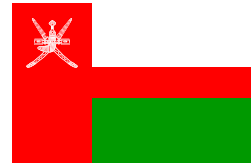
Oman – 1st Place Winner

Initiative:

INJAZ Hall

Institution:

Ministry of Regional Municipalities and Water Resources



Description

Improving the delivery of municipal services through a one-stop centre

Summary

The project was an establishment of a one-stop centre to provide municipal services in a client-oriented environment. Prior to that, municipal services were provided in a time consuming way and people had to make multiple trips to different offices to access services. Through streamlining and standardization of services, the time taken to process applications has been reduced considerably.

The Problem

Citizens and business owners had to make multiple physical trips to the respective municipality offices to request for services, follow-up and make their complaints or provide feedback. Some had to make numerous trips and travel long distances to follow-up on their issues. They had to visit different officers depending on their issues and very often they had to meet several officers before they were finally referred to the right department. Such processes frustrated both the staff and the customers. For example, to obtain a permit to build a new house, the citizen would have to make at least 4 minimum trips to the Municipality office nearest their vicinity and it took an average of 30 working days to complete each transaction. In addition, there was no standardized procedure to process the various municipality services.

The Solution

The Ministry of Regional Municipalities and Water Resources (MRMWR) developed and implemented the one-stop municipal services concept of the Injaz (Achievement in Arabic) Hall to house all the municipal services under one roof. Applications and approval processes were streamlined and standardized through all the municipalities. Customer service agents at the Injaz Hall are the first line personnel who attends to the needs and requests of the citizens and residents. The agents will register all requests and feedback into a client-server IT-based system. The customers are notified by SMS once their requests are accepted and they can follow-up on the status of their application via telephone call instead of having to travel personally to the municipality office.

Impact

The backlog in processing applications has been cleared, resulting in increased customer satisfaction and revenue collected. Through the Injaz Hall, the application and transactions are completed electronically, thus reducing the need for customers to make multiple trips and wait for a long time for approval. Knowledge management improved real-time data and information from the 44 municipalities and 9 Governorates which enables the HQ to strategically plan future infrastructure and related projects in each region. In addition by empowering each municipality with the Injaz Hall services, data is collected accurately and back end bottleneck is eradicated. The approval process for permits and licenses has been standardized and streamlined throughout the 44 municipalities, providing more accurate data and better services. Through standardization, now it only takes an average of 1 week to process an application for permits and licenses instead of 5 weeks previously.

United Arab Emirates– 2nd Place Winner



Initiative:

Managing customer service at Dubai Police

Institution:

Dubai Police General Headquarters

Description

Improving customer satisfaction with police services in Dubai

Summary

The initiative improved the provision of security in Dubai, through enhancing customer responsiveness.

The Problem

Established in 1956, the General Command of the Dubai Police, has been providing safety and security services to communities. There has been customer dissatisfaction with the way service was delivered, manifested in complaints from the residents.

The Solution

The department in charge of managing services provided by the Dubai Police, oversees quality of delivery of services. Its task is to unify and standardize the delivery of services all across the board, in compliance with international standards like (ISO 9001-2008). The department worked on maintaining high standards of services by reacting to customers' complaints, in a swift and professional way. Among the most important success factors of the department in charge of customer service, was the creation of the service line in 2010 and the Manual of e-Services, as well as the formation of a work group in charge of developing service sites, and customer complaints. The creation of this new service line, took the pressure off the (999) line, which is only specialized in emergency cases. The target of the department in 2010 was to have at least 86% of customer satisfaction, to improve 100% of services and follow up on 100% of complaints.

Impact

Customer service improved significantly in Dubai, demonstrated through feedback received from official correspondence and customer satisfaction surveys. , The follow-up mechanism put together along with the supervision of services provided by the Dubai Police, and the provision of financial and technical and human resources, as well as the decision for developing and improving the services of the Dubai Police.

Among the key factors that led to the successful management of customer service is the standardization of service, in addition to the existence of global systems and specifications, documenting work procedures, including ISO 9001, and a management systems, such as: Balanced Scorecard, and performance indicators, a private mail messaging system, specialized courses offered to existing staff to provide the services up to international standards, as well as reward systems stimulus provided by the departments to their employees.



2013 Category 3

Fostering Participation in Public Policy-Making Decisions Through Innovative

Region	Country	Initiative	Description	Pg
Asia and the Pacific	Republic of Korea	<i>Seoul Welfare Standards enabled by and for the Citizens</i>	Improving welfare services for citizens	64
	Republic of Korea	<i>Eco-mileage, a program to engage citizens in GHG reduction</i>	Improving energy supply through incentives for reducing energy consumption	66
Europe & North America	Moldova	<i>Increased transparency in the decision-making process</i>	Facilitating citizen participation in public policy making	68
Latin America & the Caribbean	Brazil	<i>State System of Public and Citizen Participation (SISPARCI)</i>	Citizen engagement for public policy planning, implementation and monitoring through ICT tools	70
Western Asia	Egypt	<i>Egypt's ICT Indicators Portal</i>	Facilitating participation to ensure accuracy and relevance of key ICT indicators	72



Asia and The Pacific

Republic of Korea – 1st Place Winner



Initiative:

Seoul Metropolitan Government

Institution:

Seoul Welfare Standards enabled by and for the Citizens

Description

Improving welfare services for citizens

Summary

The initiative was established to curb high suicide rates in the country, which mainly occurred in the capital, Seoul. While the country and the city achieved impressive economic growth, it has not necessarily been pro-poor and research had revealed that most of the suicides were attributable to difficult living conditions and poverty. The Seoul Metropolitan Government therefore undertook to provide welfare in a systematic manner.

The Problem

Korea has the highest suicide rate and the lowest fertility rate among the OECD countries. The capital Seoul is the biggest contributor to the tragic reality of the country. An increasing number of people in Seoul are taking their own lives and reluctant to have children. While cities in other developed countries have shifted the focus of their development policies to provide sufficient social safety nets with expanded welfare benefits for the underprivileged once their economic growth reached a certain level, Seoul has long neglected its citizens' lives while pursuing the fastest economic growth and development. As a consequence, the middle class has collapsed, more people have fallen below the poverty line, and the economic polarization has become aggravated in Seoul.

The Solution

The new city administration of Seoul has prepared new welfare directions for the city and named the document the Seoul Citizens' Welfare Standards. These standards are a new charter that asserts welfare benefits are a basic right of citizens. They are the guidelines for any future welfare policies of the city. The standards present the goals of Seoul's welfare programs in five major areas on income, education, health, housing and care, with respect to the minimum and ideal levels of percentage of income spent on those necessities, with the income thresholds indicating what level of income is necessary to live a decent life in Seoul. Citizens actively participated in the

policy making processes for the first time in Korea, mainly through meetings and online discussions. They had a variety of opportunities to participate through several communication channels and occasions. Citizens' opinions were collected by welfare expert researchers and reflected in the new policies.

Impact

Through the announcement of the new welfare standards, the city of Seoul has had a paradigm shift regarding welfare and has committed 30% of its budget to welfare. Both welfare providers and receivers now see welfare as a universal right, not a favor granted by the government. Priority of the city administration has clearly shifted to welfare.

Republic of Korea – 2nd Place Winner



Initiative:

Eco-mileage, a program to engage citizens in GHG reduction

Institution:

Seoul Metropolitan Government

Description

Improving energy supply through incentives for reducing energy consumption

The Problem

According to a survey on the characteristics of greenhouse gas emissions in the city of Seoul, households and buildings account for 67% and transportation 24%. The most effective way of reducing emissions in the city in the short-term was for households and businesses to voluntarily implement energy conservation efforts consistently. There was however limited participation of citizens in the efforts for improving energy conservation. The government therefore offered incentives to households and organizations that implement energy conservation measures to reduce greenhouse gas emissions. Citizens' participation decreased once they realized they could no longer reduce their energy consumption. In spite of this, the system could not detect that, resulting in continued payment of incentives and a reduction in actual energy conservation in the long run.

The Solution

The Eco Mileage Card System was set up to offer mileage on energy conservation, the purchase of environment-friendly products and the use of public transportation. The mileage benefits have become possible through the city administration's MOU with BC Card, Korea's biggest credit card company, and six commercial banks, such as Woori Bank, SC (Standard Chartered) Bank and NH Bank. If citizens become Eco Mileage members and take part in energy conservation efforts, they can monitor their conservation efforts in figures, while also receiving economic incentives. The incentives are given in goods and facilities that significantly reduce greenhouse gas emissions or improve energy efficiency. The incentives have worked as a significant motivating factor for energy conservation for many citizens. Along with the provision of incentives, the Eco Mileage program promotes two-way communication with citizens.

Impact

The city promoted the benefits of the mileage card system and as a result, 3,249,252

cards have been issued nationally. The card mileage system benefits citizens remarkably and enhances their commitment to environmental protection. The benefits are a result of the collaboration of the city administration, a card company, financial institutions, manufacturers and retailers. The system costs the city administration very little while bringing about significant effects. During 2012, members have voluntarily reduced 100,715 TOE in electricity, water and city gas (1 TOE is approximately 107 kcal). They have also reduced 119,947 tons in CO₂ emissions during the same period. In terms of eco-rights and energy cost reduction, the above figure is equivalent to the monetary gains of 69.394 billion won. The Eco Mileage System is the first citizen-participating greenhouse gas reduction program implemented by a local government in Korea. The city of Busan, Gyeonggi and Jeollanam-do Provinces have also introduced and implemented the system to their citizens. In January 2010, the Ministry of Environment designated the Seoul Eco Mileage System as a model for the government-enterprise cooperation in the implementation of environment-friendly measures.

Europe and North America

Moldova – 1st Place Winner



Initiative:

Increased transparency in the decision-making process

Institution:

State Chancellery

Description

Facilitating citizen participation in public policy making

Summary

The country had a fragmented approach towards citizen engagement, with each ministry having a distinct approach on solving different issues and public policy making. Confidence in public policy and decision making process declined significantly. The initiative enhanced transparency and participation through an online portal of public policies which gave citizens a chance to make inputs. A National Council for Participation was also created to promote strategic partnership between public authorities, civil society and the private sector and institutionalize dialogue to enhance participatory democracy in Moldova.

The Problem

There was limited participation and inclusion of citizens in development of public policy in Moldova. Until 2009, the decision-making process generated ignorance and distrust of citizens because central public authorities had no desire to engage citizens. The mechanism that existed was very cumbersome and did not encourage participation. Each of the 24 public institutions maintained their own database of policies and one had to check all the websites of all the authorities to access a policy. Most of the time, ministries and central public administration bodies had no designated person responsible for the consultation process, which also created obstacles for citizens if they wanted to participate in the process. There was no partnership between Government, civil society and private sector, resulting in very sporadic dialogue without systematic, continuous and permanent connection. One of the main reasons for not promoting active citizen participation was the lack of guidelines in elaborating a public policy.

The Solution

The first step was to convince the main decision makers that opening the Government to citizens will deliver tangible benefits for both citizens and civil servants. The State Chancellery engaged ministers to change the usual way of doing things and coached

civil servants in engaging citizens to reform the central public administration. In order to streamline the process of public consultations and reduce the number of websites, the State Chancellery introduced the “Participation module” which is the technical solution for organizing public consultations online which are simple and transparent. With the “Participation module” everyone can see all projects on one page and post their comments. The website contains a public consultation agenda and videos of past meetings are available on the site.

Impact

The initiative shifted focus from consultation to citizen engagement in decision making process. Civil servants are now interested in receiving feedback and offering feedback to all commentaries and proposals offered by interested stakeholders. The traffic on the integrated website increased from 2,000 unique visitors at the launch of the site to over 18,000. The partnership that was built between the Government and National Council for Participation proved once again that a constructive dialogue can exist among politicians, civil servants and citizens.

Latin America and the Caribbean

Brazil – 1st Place Winner



Initiative:

State System of Public and Citizen Participation (SISPARCI)

Institution:

State Government of Rio Grande do Sul

Description

Citizen engagement for public policy planning, implementation and monitoring through ICT tools

Summary

The State of Rio Grande do Sul in Brazil has pioneered citizen participation and this initiative represents the next step taken by the State to further deepen and extend its citizen engagement policies and practices. It addresses the issues of strengthening the participation of citizens in planning, implementation and monitoring of public policies, as well as better coordination of different citizen engagement mechanisms and actors through the ‘Popular and Citizen Participation System’ and the “Digital Office” a website where citizens can ask questions to the governor, participate in chats with the governor and participate in online discussions.

The Problem

There was limited access to participatory structures for a large part of the population and lack of an organized system that addresses the relationship between different participatory processes by a number of public entities. This resulted in a fragmented approach of engaging citizens and affected the quality of participation in the formulation, implementation, control and evaluation of public policies.

The Solution

The solution to the problem was the proposal to introduce the system of Citizen Participation and the State of Rio Grande do Sul, promoting a new model of state-society relationship, involving the authority and provided to all citizens, and the rating of participatory processes through coordination of different stakeholders and existing structures at various levels (Federal, State, Municipal, Civil Society, among others), allowing better interaction of citizens in public service improvement in the formulation, implementation, monitoring and evaluation of public policies of the State, valuing the Planning and bearing in mind the modern information technologies and communication. In addition to public hearings, the state created a “Digital Office“, where the Governor answered questions asked by the public. The 2012 edition of “Ask the

Governor”, a public consultation on violence in digital transit proposals received more than one thousand and 200 thousand votes. In 2012, 16 thematic dialogues were conducted in 12 regions of Rio Grande do Sul.

Impact

Training of public officials on public policy was completed. The main achievement of the initiative is enhanced inclusion of citizens in policy development. The efforts have also brought about efficient use of resources in the development of public policy at the regional level. Another achievement was gender mainstreaming in the formulation and implementation of public policies. There is now systematic communication and dialogue between the different actors and social groups.

Western Asia

Egypt – 1st Place Winner

Initiative:

Egypt's ICT Indicators Portal

Institution:

Information Center - Ministry of Communication and Information Technology



Description

Facilitating participation to ensure accuracy and relevance of key ICT indicators

Summary

The Information center (IC) of the Ministry of Communications and Information Technology (MCIT) had conducted a focus group survey for the purpose of identifying the extent of satisfaction of the ICT companies of the “Egypt’s ICT Indicators Portal. The survey is carried out on a regular basis to ensure that the portal remains relevant to all stakeholders and informs development planning.

The Problem

Despite the important role played by the ICT sector in Egypt, it notably lacked the presence of many indicators reflecting its performance and contribution to the economy, in addition to the inconsistency of some published indicators. For example, the rate of growth of ICT revenues was mistakenly used to reflect the growth of the ICT component of GDP. In addition, indicators for measuring the characteristics of using ICT within households, business, government and education sectors through surveys (soft indicators) were unavailable. This represented a huge gap in Egypt’s ICT data, noting that this type of indicators was found to be especially crucial for policy makers in their policy design for the ICT sector, as well as many international organizations, which rely heavily on these soft indicators in their published reports. On the other hand, even when indicators were available they were not easily accessible as they were scattered around different sources with no single pool of data that can be used and accessed by different parties.

The Solution

The portal provides the necessary, accurate and meaningful data about ICT sector in Egypt. It has the broadest scope, as it is measuring ICT usage in different fields: Households, Businesses, Government, Education, Health, IT Clubs and internet cafes. In addition, it pools together sets of hard and soft data with different frequencies; monthly, quarterly, and annually. It also allows display of indicators by multiple categories and sub-categories both graphically and in a tabular form. This database also

provides a friendly interface for ease of use for all types of beneficiaries which include policy makers, researchers, academia, the media, investors, businessmen and international organizations.

Impact

The project has played a crucial role in supporting the policies and decisions taken by policy makers to make better deployment of the ICT services in a way to boost the Egyptian economy as well as the overall wellbeing of the Egyptian citizen. The availability of the ICT indicators and their usage among the different categories such as sex, age and geographical distribution has permitted the policy make to draw the right path of the initiatives formulated to them. In 2012, the Arab ICT Indicators Portal was launched, upon request from the ITU Regional Office; a project that takes Egypt's ICT Indicators Portal as a model for the Arab countries to implement.



2013 Category 4

Promoting Whole-of-Government Approaches in the Information Age

Region	Country	Initiative	Description	Pg
Africa	Nigeria	<i>1-GOV.net</i>	Harmonizing ICT services across government entities to reduce costs and create synergies for public service delivery.	76
	Botswana	<i>Food Coupon System</i>	Revamping the food distribution system to simplify the associated administrative process and to treat beneficiaries with dignity	78
	Morocco	<i>Quick Response Codes</i>	Increasing the efficiency of information-sharing on urban planning and design through new technology: bar codes.	79
Asia & the Pacific	Republic of Korea	<i>DBAS: Korea's Integrated Financial Management Information System</i>	Integrating fiscal systems to allow for improved planning and use of resources across government.	80
	Republic of Korea	<i>Government Wide Enterprise Architecture in Korea (GEA)</i>	Improved transparency, accountability and service delivery through integrated e-government service delivery.	82
	Singapore	<i>Co-creation of creative solutions through eGov initiatives</i>	New technological solutions for collecting and sharing environmental data for better public services	84
Europe & North America	Slovenia	<i>Reform of Social Policy</i>	Integrating the social rights system for consistent and transparent service delivery	86
	Spain	<i>Nacional Plan for Territory Observation (PNOT)</i>	Creation of an integrated Geographical Information System for integrated and high quality information for government and citizens	87



2013 Category 4

Promoting Whole-of-Government Approaches in the Information Age

Region	Country	Initiative	Description	Pg
Latin America & the Caribbean	Trinidad and Tobago	<i>TTBIZLink</i>	Creation of e-services for trade and business related services to improve the ease of doing business.	88
Western Asia	United Arab Emirates	<i>Abu Dhabi Government Contact Centre</i>	Improving and harmonizing standards of customer service across government through a One Stop Shop contact centre.	90
	Bahrain	<i>Integrated Service Delivery Platform (ISDP)</i>	An integrated service delivery platform for better services to citizens	92
	United Arab Emirates	<i>Dubai eGovernment Electronic Shared Services (ESS)</i>	Creating cross-entirety electronic shared services to incentivize collaboration and synergies for whole-of-government policy making and implementation.	93



Nigeria



Botswana



Morocco



Rep. of Korea



Singapore



Slovenia



Spain



Trinidad and Tobago



UAE



Bahrain

Africa

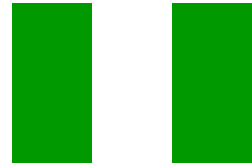
Nigeria – 1st Place Winner

Initiative:

1-GOV.net

Institution:

Galaxy Backbone



Description

Harmonizing ICT services across government entities to reduce costs and create synergies for public service delivery.

Summary

Recognizing the loss of potential synergies and the high cost of separate ICT systems across government entities, the government of Nigeria endorsed the creation of the common platform “1-GOV.net” to offer shared services to the whole of the Federal Government. The initiative has significantly reduced cost and improved the delivery of services.

The Problem

The Federal Government was spending over 120 million USD on ICT infrastructure projects championed by different Ministries, Departments or Agencies (MDAs). Most of these projects were duplications. At the same time valuable information created in one MDA was not accessible to the next. Overall, there was lack of a coordinated approach to e-Government. The Federal Government was receiving little value for money while paying a high price for the connectivity services: about \$6.7m a year for what was no more than a total of 50 Mbps to different MDAs. In addition, the security of information was at risk with Government data being hosted in several open access infrastructures offshore.

The Solution

A common ICT platform for the Federal Government was proposed by an inter-ministerial committee on harmonization of ICT initiatives of all MDAs and approved by the President of Nigeria. This common platform called 1-GOV.net has now become a secure government cloud consisting of software, hardware and network infrastructure offering shared services to the whole of the Federal Government of Nigeria. Over 85% of the MDAs are now integrated into a secure, exclusive network. Inter-agency voice and video conferencing is now available through 3,600 connected locations nationwide reducing the need to travel across and between the cities for meetings.

Impact

The initiative eliminated the duplication of ICT projects and infrastructure within government and reduced costs. The connection of MDAs through a common ICT infrastructure greatly facilitates process automation and contributes to overall improvements of service delivery. Examples are the automation of Government payroll and improvements in the process for the issuance of driver licenses by Federal Road Safety Commission.

Botswana – 2nd Place Winner

Initiative:

Food Coupon System

Institution:

Ministry of Local Government and Rural Development



Description

Revamping the food distribution system to simplify the associated administrative process and to treat beneficiaries with dignity

Summary

Botswana’s decentralized food distribution system was redesigned with view to ease the administrative burden on local administrations, to limit abuse of the system and to allow beneficiaries to shop with dignity.

The Problem

Botswana faced the problem of an inefficient food distribution programme to provide monthly food rations to its approximately 103,000 beneficiaries from low-income groups across the country. The process of distribution was cumbersome: Local Councils would publish tenders and contract local merchants on a yearly basis to provide food rations on a particular day per month. Social workers were delegated the task of overseeing the process, taking significant amounts of time away from performing their core functions. Beneficiaries would gather in long queues causing the food collection to become an undignified and demeaning process. Council accounts departments found themselves overburdened with the administrative processing of the monthly bills from the merchants. Merchants in turn would face delays in payments prompting increased prices on food rations. Other merchants supplied poor quality products including expired foods. The system was also open to corruption and abused by so-called “ghost beneficiaries”.

The Solution

The SmartSwitch solution is a biometrically-driven smart card system which utilises a nation-wide network of point of sale devices that are all connected to a central switch which processes the transactions. Beneficiaries are issued a smart card containing personal details and fingerprints. The card enables beneficiaries to buy food at pre-approved merchants anywhere in the country, to deposit and withdraw cash and earn interest on saved money. Participating merchants undergo a stringent process to ensure quality of the products.

Impact

Through this initiative the need for annual tenders was eliminated, thus releasing local council staff from an undue administrative burden. Beneficiaries no longer suffer the indignity of having to queue up in a demeaning manner but can now purchase food items whenever they choose to. Merchants now receive their payments within 48 hours of the sale. Some cost-savings were achieved as only about 70,000 persons out of the previous 103,000 beneficiaries registered for the new finger-print based system. Overall, the level of corruption was reduced as well.

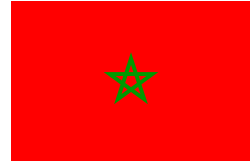
Morocco – 2nd Place Winner

Initiative:

Quick Response Codes

Institution:

Agence urbaine d'Essaouira



Description

Increasing the efficiency of information-sharing on urban planning and design through new technology: bar codes.

Summary

The agency and the public were faced with insufficient means of information exchange on urban planning and studies projects. The implementation of a Quick Response Code (barcode) resolved the problems of an ineffective technical system. Communication between the public and the agency was strengthened through the availability of information that then became easily accessible and reliable.

The Problem

This problem involves two aspects: urban planning through technical training of building permits for the local authorities, and the development of urban studies. The contracting authority had no means of providing the public with the necessary data on the status of projects. When users submitted information and application they had no means of knowing when their project would be appraised and the results be announced.

The Solution

To address the problem, the Quick Response Code Defined was introduced. The barcode has two dimensions: 1) storing data and 2) information for mobile users from the website of the Planning Agency of Essaouira. Such information includes results of the technical commissions, tenders, publications, studies, and best practices. The new technology was promoted widely in the media and since the introduction of the QR codes for the public, the average visits to the website has doubled and the visits via mobile or tablet has almost tripled.

Impact

The initiative has resulted in improved information sharing between the agency and the public. It has also increased the visibility of the agency with a very low investment. The agency has gained an innovative image through the modernization of tools and procedures in the public eye. The new technology has also positively contributed to the level of transparency and proximity to the citizen.

Asia and The Pacific

Republic of Korea – 1st Place Winner



Initiative:

DBAS: Korea's Integrated Financial Management Information System

Institution:

Ministry of Strategy and Finance

Description

Integrating fiscal systems to allow for improved planning and use of resources across government.

Summary

The Republic of Korea was faced with the problem of a fragmented fiscal system preventing it from effective strategic planning and utilization of its budgetary resources. The problem was addressed by introducing an integrated Digital Budgeting and Accounting System (DBAS) that has greatly contributed to improvements in governance and administration.

The Problem

Prior to 2007, the financial management system of the Korean government was highly fragmented and a comprehensive picture of public finance was not available. This was caused by a lack of linkages between different systems and the lack of integration of financial information from local government and other public entities. Additionally, policies were implemented differently by individual ministries and their accounts were disconnected from the larger financial picture leading to uncertainty as to overall budget scales and benefits of individual policies. In addition, the existing Financial Information Systems could not ensure transparency and accountability. Overall, potential misuse or waste of government budget could not be controlled adequately.

The Solution

To address this issue, the Digital Budget and Accounting System (DBAS) was created to integrate all existing financial systems and to create fiscal transparency. As an innovative tool, the DBAS manages the entire fiscal process, from budget formulation to accounting. It also links the fiscal information of all public entities thus allowing for a comprehensive view of public finance. This consolidation of fiscal processes of 44 central government agencies and links with 63 other public entities including local government enabled the government to fulfill the requirements of the

IMF's 2001 Government Finance Statistics (GFS) Manual. Most importantly, the new system is also linked to the management of government activities through a 'Project Management System (PMS)' and thus allows to align 700 programs and 8,000 projects according to the purposes of their policies preventing overlapping and waste of the budget.

Impact

The DBAS initiative has helped transform Korean public governance. Resources are now handled more efficiently and savings are redirected to the welfare programs for social minorities. In designing the Business Strategic Plan, public servants with thorough knowledge of fiscal affairs help formulate business processes. Records of the reforms are kept to be utilized as teaching material to boost understanding of the system and its history.

Republic of Korea – 2nd Place Winner



Initiative:

Government Wide Enterprise Architecture in Korea (GEA)

Institution:

Ministry of Public Administration and Security

Description

Improved transparency, accountability and service delivery through integrated e-government service delivery.

Summary

A disintegrated approach to e-government services posed problems for users. By way of a whole-of-government approach and new technological solutions, services to citizens could be significantly improved and cost-savings be achieved.

The Problem

While the Korean e-government projects had individually achieved significant improvements in the quality of public services information systems became more complex as each government agency widened the scope of e-government services thus creating many problems for the government both internally and externally. Citizens experienced inconvenience as e-government systems were neither integrated nor aligned at the whole-of-government level. With over 40 central government ministries and administrations, 246 local governments, and thousands of public agencies, this presented a complex problem in terms of transparency, accountability, adaptability, and compatibility in internal management, as well as in citizen services.

The Solution

A new whole-of-government enterprise architecture, named GEA, was established with the approach to provide integrated services to citizens, businesses corporations and government agencies. The redesign process entailed elaborate collaboration across departments and different levels of government through the use of human resources capacity-building, new institutional frameworks and technological solutions. The GEA analyzed the e-government services and planned target service architecture for citizens. As a result, processing times have been shortened and quality of services has been improved.

Impact

The initiative has improved transparency and accountability of e-government investments. It has reduced time to deliver services, enhanced efficiency and transparency

and diminished investments in technology utilizing and sharing what was already available. In the past, it took four weeks and seventy-five different stages for businesses to complete the international trade process. Now, the business procedures were reduced to only fifteen stages and only one week to complete. The GEA reduced the information technology investments by reusing hardware and software and saved the public budgets for new investment opportunities. As a result, approximately 240 million US dollars were saved between 2009 and 2011 years by eliminating unnecessary investments which helped secure financial resources for new investments. As of October 2012, information about 15,000 e-government systems of more than 1,400 institutions are shared through the GEAP, thus through a single window.

Singapore – 2nd Place Winner



Initiative:

Co-creation of creative solutions through eGovernment initiatives

Institution:

National Environment Agency

Description

New technological solutions for collecting and sharing environmental data for better public services

Summary

The issues caused by urban and population advancements along with land scarcity and environmental complexities lead to a collaborative system towards a workable situation. The initiative brought together all data relevant to a central platform for governments, agencies, and the public to interact.

The Problem

Over the years the government of Singapore has had increased pressures placed on their administration. Besides having to manage competing land uses in land-scare Singapore, the government has had to manage the pressures on Singapore's environment over the years. This has been largely due to the rapid pace of urbanization, as well as, with recent high population growth.

The Solution

The initiative used a series of smart technologies to share environmental data, such as, air quality, public health and weather, with government agencies and public. National Environment Agency (NEA) contributed to the creation of 86 environment datasets and 17 spatial datasets to the Singapore Government datahub, SG-Data/Geo-Space, for inter-agency sharing. In addition, 75 datasets and 8 map layers to the Singapore Government's one-stop portal service, www.data.gov.sg, was added. These datasets permitted public usage and collaborated with the Public Utilities Board to provide integrated environmental information (e.g. water level information, sms alerts for flash flood, and heavy rain warnings) to the public via mobile applications. In addition, NEA works with several Institutes of Higher Learning (IHLs) to develop a gaming platform (Operation MACE -www.macecommand.com.sg), to create awareness among the youths.

Impact

The National Environment Agency worked with the private sector to develop Smart-phone applications such as “CleanLah”, which empowers the public to snap photo on cleaning lapses in public areas. This provides a ‘bigger’ perspective in analyzing the root cause for environmental lapses. This resulted in better delivery of public services. The key success factor of this initiative was the creation of collaborative communities between the government, public, and private sectors. This actively attracted environment champions to co-created solutions for everyone. As a result Singapore as been positioned as one of the Data Collection or Product Centres (DCPC) in the region under the World Meteorological Organization (WMO) umbrella. In this manner information is shared through meteorological datasets to aid countries to better handle environmental crisis or issues.

Europe and North America

Slovenia – 1st Place Winner



Initiative:

Reusable IT Building Blocks for Electronic Data Exchange
– Implementation for e-Social Security

Institution:

Ministry of Justice and Public Administration

Description

Integrating the social rights system for consistent and transparent service delivery.

Summary

The existing social system of rights and distribution of benefits was not meeting the needs of the public. The system was made up of various departments not working in a collaborative manner. As such information and decision making was not standardized. This resulted in exploitation of the system.

The Problem

The Slovenian system of managing social rights had a number of procedures, based on different legal foundations and conducted by different authorities (schools, social work centres, Pension and Invalidity Insurance Institute, local communities). Databases for recipients of social rights were not linked. In addition, the system was not transparent and had allowed unjustified accumulation of rights. Means-tested benefits and subsidies were granted on a variety of inconsistent criteria. The system did not help those who truly needed it. As well it was unable to prevent the exploitation and abuse of governmental social assistance.

The Solution

To resolve this issue a reform of social policy was initiated including a new system of decision-making on social rights. This project integrated the system of accessing social grants in Slovenia. It connected a number of government institutions through an interoperable system. As such, it has improved service delivery through the whole-of-government approach. Citizens no longer have to collect information from individual institutions to submit to the next institution, such information is now accessible in a unified database.

Impact

The project has improved the framework conditions for interoperability between institutions. In addition, services were enhanced with increased efficiency and effectiveness. As a result reductions in time, energy, and costs were saved, as well as improving transparency. Improvements were also seen in the quality of life for decision makers and for applicants for social benefits. The initiative has achieved fairness in distribution of money for social benefits.

Spain – 2nd Place Winner

Initiative:

National Plan for Territory Observation (PNOT)

Institution:

National Geographic Institute



Description

Creation of an integrated Geographical Information System for integrated and high quality information for government and citizens .

Summary

Until recently geographical information in Spain was generated and handled locally without integrating it at the national level. To address the costly duplication of efforts, the National Plan for Observation/Monitoring of the Spanish Territory was put in place. The result is a collaborative process across the country to the benefit of all stakeholders.

The Problem

In Spain until 2004, various departments of the Central Government and each of the regional administrations managed the acquisition and production of geography information according to their individual needs and requirements, without consideration of the national dimension. This resulted in the generation of information gaps, duplication of effort and expenses as well as lack of continuity in work plans.

The Solution

To improve the situation, the National Plan for the Observation/Monitoring of the Spanish Territory was initiated. The main objective of this plan is to provide accurate information to citizens, the private sector and NGOs whose work relates to agricultural infrastructure, public works, tourism, migration, fires, environmental changes etc. The initiative now plays an essential role in developing environmental policies, in conducting socio-economic studies about the density of the population, in improving tourism through an assessment of historical monuments. It is implemented through the cooperation of seven ministries, universities and the private sector and was also successful in invoking the spirit of collaborative governance.

Impact

This initiative has become an innovative model of inter-administrative management based on partnership and co-ownership. It includes the co-financing of projects on geographic information and the free distribution of its products. The initiative was successful in meeting the needs and requirements of all stakeholders while fostering inter-governmental collaboration to launch a Geographical Information System (GIS) in Spain. Through the use of improved technology it is now easier to capture and make available geographical information for better services and at a lower cost. The initiative has already become a role model.

Latin America and The Caribbean

Trinidad and Tobago – 1st Place Winner



Initiative:

TTBIZLink

Institution:

Ministry of Trade, Industry and Investment

Description

Creation of e-services for trade and business related services to improve the ease of doing business.

Summary

The provision of trade and business related services in Trinidad & Tobago was time-consuming and cumbersome impacting the competitiveness of the country. To address this issue, a comprehensive suite of e-services for trade and business was launched simplifying the process and reducing the time required to process applications.

The Problem

In 2009, the World Bank’s Annual Ease of Doing Business Survey had ranked Trinidad & Tobago 80th out of 181 countries (as compared to 67th in 2007). Trinidad and Tobago’s declining global competitiveness position was in part due to the inefficiencies in delivering key business services to the citizens and the private sector. The inefficiencies resulted primarily from lack of coordination among the agencies involved in trade and business facilitation, resulting in unnecessary delays, excessive costs, uncertainty and low levels of transparency and accountability. For example, firms could only apply for various trade and business related services using the manual/paper process. This required the submission of multiple copies of essentially the same information to multiple government agencies. Citizens spent undue amounts of time on paper work, commuting, waiting for in-person services. Frequently, documents were misplaced and applicants had to start all over again.

The Solution

To find a solution, TTBizLink was created. TTBizLink is a comprehensive suite of national e-services for trade and business related services online from applicant to approving entity. It can be accessed anytime from anywhere in the world. Citizens and firms no longer have to visit an agency in-person but can log onto the system and complete and submit e-applications as needed.

Impact

The project has resulted in considerable reductions in the times required to process applications for business services. Examples are: 1) e-Company Registration Module under the Ministry of Legal Affairs (Registrar General-Company Registry): The processing time was reduced from 7 days to 3 days; 2) e-Work Permit Module under the Ministry of National Security (Work Permit Secretariat): The processing time was reduced from 6 weeks to 2.5 weeks; 3) e-Fiscal Incentives Module under the Ministry of Trade, Industry and Investment (Investment Directorate): The processing time was reduced from 6 weeks to 11 days. The implementation of TTBizLink has also accelerated the National Legislative Reforms required to ensure a safe e-commerce and e-government environment in Trinidad and Tobago.

Western Asia

United Arab Emirates– 1st Place Winner



Initiative:

Abu Dhabi Government Contact Centre

Institution:

Abu Dhabi Systems & Information Centre

Description

Improving and harmonizing standards of customer service across government through a One Stop Shop contact centre.

Summary

Customer care was fragmented taking place at entity level with no streamlined and professionalized approach to customer relationship management. Through the creation of the Abu Dhabi Government Contact Centre citizens now have a single entry for the inquiries and are provided with high quality service.

The Problem

The government of Abu Dhabi was faced with a fragmentation in customer experience and lack of cross-government policies across the more than 50 government departments responsible for providing hundreds of services to customers. This was mainly due to a lack of accessibility to phone channels and heavy reliance on a counter channel with limited availability. Customer care for each entity took place in silo, provided at the entity level, and subject to its own standards of customer service, with minimal or no coordination among departments or with the central government. No comprehensive and professional customer relationship management was in place.

The Solution

To elevate customer service to a new level, the Abu Dhabi Government Contact Centre (ADGCC) was created. ADGCC is aimed at modernizing service delivery based on four key pillars: Efficiency Focus, Cross Government Design, End User Focus and Comprehensive Design. It provides a single point of access to all government services using phones as primary channel and supported by Email, SMS, Self Service (www.abudhabi.ae), Chat, and Mobile Apps as peripheral channels. This One Stop Shop initiative aligns, standardizes and consolidates customer care processes, people and technology across the government. It also includes a customer relationship management (CRM) platform that provides key capabilities such as case management, campaign management and business analytics and is also a centralized repository of customer data.

Impact

The new customer services program has significantly improved the accessibility to government services while at the same time increasing transparency and accountability. It has resulted in a higher rate of answering calls and provided seamless customer experience. Customer satisfaction is monitored and improved by feedback collection. ADGCC is also promoting and realizing the vision of “One Government” through collaboration with more than 50 government departments currently onboard to standardize and continuously improve customer care functions.

Bahrain – 2nd Place Winner

Initiative:

Integrated Service Delivery Platform (ISDP)

Institution:

eGovernment Authority



Description

An integrated service delivery platform for better services to citizens.

Summary

The number and types of services delivered by The Kingdom of Bahrain faced a number of limitations in terms of services and type of access to services. The creation of an Integrated Service Delivery Platform to provide end-to-end services through a choice of channels has greatly elevated services delivery to citizens.

The Problem

The Kingdom of Bahrain faced limitations in offering government online services. The services available on its website were limited and the website did not fully integrate services from various ministries and agencies. It also did not offer users a variety of choices, such as a web and mobile portal. However, the key philosophy, of Bahrain’s eGovernment strategy and programme, was to provide alternate and convenient channels of choices for delivery of eServices to citizens and residents. Such initiative demanded the implementation of a strong platform for service delivery.

The Solution

To address the situation, an Integrated Service Delivery Platform (ISDP) was established for the public. ISDP is an end-to-end initiative that provides an integrated platform for eService delivery across the spectrum of Bahrain’s government services through numerous alternate channels - leading to a ‘no wrong door policy’ and ultimately achieving higher customer satisfaction. The platforms include the national government web portal (www.bahrain.bh), mobile portal (www.bahrain.bh/mobile), national contact center, eService centers (eSC) and electronic self-operated kiosks. Numerous interaction channels and mediums are offered by the platform including special features for the physically challenged users - audio and video assistance). It also has a mobile portal; mobile apps; kiosks; eService centers; and the national contact center.

Impact

The integrated platform is the first of its kind in the country and has significantly improved service delivery to customers and citizens, who can now choose from a variety of channels to access services.

United Arab Emirates – 2nd Place Winner



Initiative:

Dubai eGovernment Electronic Shared Services (ESS)

Institution:

Dubai eGovernment

Description

Creating cross-entity electronic shared services to incentivize collaboration and synergies for whole-of-government policy making and implementation.

Summary

The Dubai Government was faced with the lack of an institutionalized approach of cross-entity electronic shared services resulting in duplicate efforts and resources while losing out on potential synergies. By instituting comprehensive electronic shared services the government was able to create an environment in which entities collaborate for better performance.

The Problem

Dubai Government as a whole is composed of several specialized entities (departments, authorities, committees, councils, etc.) established through independent legal mandates. As there was no institution clearly mandated with cross-entity electronic shared services (ESS) there was no whole-of-government approach in this area. Although there were examples of a few ad-hoc projects among a small number of government entities, most activities were carried out in silo with government entities individually investing in various information and communication technology (ICT) solutions and electronic services capabilities resulting in duplication of efforts and resources. Furthermore, there was no sharing of knowledge and practices across the government entities resulting in loss of synergies.

The Solution

Seeking to address the problem Dubai Government launched a comprehensive electronic shared services (ESS) initiative under its Dubai eGovernment program. An extensive centralized whole-of-government approach was adopted for the common aspects of core and administrative services electronic enablement, referred to as ESS. A total of 56 ESS were implemented over the years and rolled out to more than 40 entities by mapping the required ESS to meet their actual business needs. This centralized whole-of-government approach played a critical role in facilitating and incentivizing Dubai Government entities (DGEs) to collaborate and to cooperate.

Impact

The impact of ESS was measured at a consolidated initiative level and at service levels; both quantitatively and qualitatively. ESS intrinsically enabled data and information collection and benchmarking at the government and entity levels. For example, Dubai Government can consolidate its finances at the government level for better planning due to its centralized GRP system. The use of EES by the government entities expedited government level implementation timelines and reduced implementation delays due to resources availability in each entity. Overall, ESS created an environment whereby government-level rather than entity level planning and implementation became pervasive. Naturally formed silos were gradually replaced with ESS serving the common needs of DGEs.



2013 Category 5

Promoting Gender-Responsive Delivery of Public Service

Region	Country	Initiative	Description	Pg
Africa	Morocco	<i>L'Intégration de l'Approche Genre dans le Plan Stratégique de Formation, de Renforcement des Capacit</i>	Empowering women for more participation in decision-making processes.	97
	Ethiopia	<i>Creating Access to Education for Disadvantaged Female Civil Servants</i>	Improving access to public service and academia for women from marginalized groups through an alternative admission program.	98
	Kenya	<i>Gender and Health</i>	Improving access to healthcare for women in remote areas through mobile clinics.	100
Asia & the Pacific	Pakistan	<i>GRLI</i>	Creating more awareness for improving the conditions of women's participation in the labour market by providing relevant information through a toolkit.	102
	India	<i>GRAAMIN HAAT</i>	Empowering rural women to participate in local governance	104
	Republic of Korea	<i>Comprehensive Support Initiative for Women of Single Person Households</i>	Attending to the needs of female single person households through tailored policy initiatives	105
Europe & North America	Germany	<i>Prospects for Reentering the Workforce</i>	Assisting women to re-integrate into the labour market after extended career breaks.	107
	Italy	<i>Mini*Mid*MeF (MMM)</i>	Facilitating women's full participation in the workplace by providing child care services during school breaks.	109



2013 Category 5

Promoting Gender-Responsive Delivery of Public Service

Region	Country	Initiative	Description	Pg
Latin America & the Caribbean	Ecuador	<i>Catalogo Orientador de Gastos Politicas de Equidad de Genero</i>	Institutionalizing gender budgeting	110
Western Asia	Egypt	<i>Multidisciplinary Breast Cancer Clinic - Women Health Outreach Program</i>	Enhancing the delivery of breast cancer prevention services through a multi-disciplinary approach	112
	Jordan	<i>Center for Integrated Services Against Family Violence</i>	Assisting victims of domestic violence by creating a neutral and safe place and providing professional assistance	114



Morocco



Ethiopia



Kenya



Pakistan



India



Rep. of Korea



Germany



Italy



Ecuador



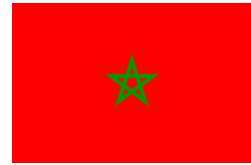
Egypt



Jordan

Africa

Morocco – 1st Place Winner



Initiative:

L'Intégration de l'Approche Genre dans le Plan Stratégique de Formation, de Renforcement des Capacit

Institution:

La DFCAT du Ministère de l'Intérieur (DFCAT the Ministry of the Interior)

Description

Empowering women for more participation in decision-making processes.

Summary

Women's participation in important decision-making processes at the municipal level was limited. Through a comprehensive outreach program to create gender awareness and to build women's capacity, more women were elected and appointed to government functions.

The Problem

Women in the municipalities do not have the equal opportunities for training, capacity building and networking like men. In particular, women are underrepresented in the decision-making process at the local level and thus have limited impact on the outcome of such processes. Several socio-economic factors and complex composites contribute to this situation and require a concerted and sustainable global approach to solve them.

The Solution

In response DFCAT has developed, implemented and executed a strategic plan for the support and assistance of Local Authorities in Morocco, including the Gender Approach as a fundamental societal transformation based on equality and equal participation of women and men in decision-making processes. Over a hundred activities such as presentations, workshops, study trips, participatory governance training, were undertaken to create and train gender awareness and to build local capacity building in and outside Morocco. Approximately, 8,000 Moroccan and African women benefited from the project. Several networks were created among locally elected women from the Maghreb, locally elected women of Morocco, locally elected African women and locally elected women of Mauritania.

Impact

DFCAT has provided women with the opportunity to develop their own resources and potential. Women who participated in the project were appointed to senior positions or have been elected to Parliament in November 2011. The DFCAT promoted and publicized its Strategic Plan at the international level and has won several awards.

Ethiopia – 2nd Place Winner

Initiative:

Creating Access to Education for Disadvantaged Female Civil Servants



Institution:

Ethiopian Civil Service University

Description

Improving access to public service and academia for women from marginalized groups through an alternative admission program.

Summary

Women of certain ethnicity in Ethiopia are especially marginalized by society not only due to gender but also because of their ethnicity. Acknowledging the obstacles that such women face in accessing adequate education for careers in public service and academia, the Ethiopian Civil Service University put a targeted programme in place to grant access its program.

The Problem

Ethiopia is composed of more than 80 ethnic groups many of which have long been marginalized from political and socio-economical aspects of the country. In particular, nations, nationalities and peoples living in the regional states of Afar, Beni Shangu Gumz, Gambela and Somali have been identified as the most disadvantaged groups in terms of their political participation, access to infrastructure and other social service provisions. Although gender inequality has been a salient feature of Ethiopia, female civil servants from these marginalized ethnic groups have suffered based on gender and ethnic identity. Therefore, this situation demanded a special type of intervention to address gender inequality.

The Solution

The Ethiopian Civil Service University decided to provide an alternative admission program for female civil servants from marginalized ethnic groups. Subsequently, 52 women were admitted to attend the undergraduate program. The initiative was based on a holistic approach in addressing barriers to women's participation. It incorporated elements such as access to technology, addressed reproductive health service needs and access to academic positions. For example, the University provided computer and internet accesses to the female students in the vicinity of dormitories to ensure 24 hours accessibility. The services of a gynaecologist were engaged to ensure that female students receive regular gynaecological check-ups as well as pregnancy and family planning related consultations. The

University also issued vacancies specifically addressed to female applicants.

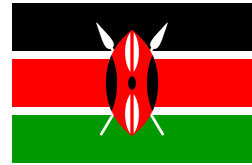
Impact

Due to this initiative, the percentage of women academic staffs in the University has reached 25%. This is by far more than the national average of less than 10%, according to the 2011 report by the Ministry of Education. The initiative is illustrative of the impact of systematic public sector action and institutional investments in response to identified challenges related to gender parity. It achieved clear targets for women's share of key public service positions.

Kenya – 2nd Place Winner

Initiative:
Gender and Health

Institution:
Nikumbuke-Health by Motorbike



Description

Improving access to healthcare for women in remote areas through mobile clinics.

Summary

Women in rural areas who suffer from preventable illnesses often do not have access to adequate health care services. The Nikumbuke-Health by Motorbike initiative addressed this problem by reaching out to rural areas not only for conventional health care services but also by illness prevention measures through knowledge transfer and local capacity building.

The Problem

Women across Kenya suffer from preventable illnesses that pose a significant health burden not only to them but also to their families and their communities. In rural communities, these problems are exacerbated due to lack of health education, limited access to medical care, and community mistrust towards the government medical system. A 2009 health needs assessment for women in four rural communities in South-East Kenya identified major health concerns: 1) Life expectancy of women had dropped from 60.1 years in 1990 to around 45.6 years in 2009; 2) Early marriage and teenage pregnancy had contributed to high infant mortality and maternal death rates; 3) Pregnancy, especially in adolescents, put women at higher risk of malaria infection than any other adult group and problems such as hemorrhage, shock and bacterial infections from female genital cutting on young women. For health care women had to travel long distances, often by foot or bicycle, to access a government clinic. Some preventable diseases spread easily and treatable illnesses often became endemic.

The Solution

Nikumbuke-Health by Motorbike was introduced to provide a comprehensive community-health and wellbeing program with distinct focus on women and girls. Its innovative value lies in the participatory application of health care in a rural context and in adapting to access challenges of remote locations by providing mobile services and respecting local beliefs, attitudes and practices. The program also includes knowledge transfer, continuous monitoring and building referral capacity in rural areas.

Impact

Since 2009, N-HbM has reached approximately 60,000 people, which is approximately two thirds of the rural population of the Kwale District. In addition, more than 3000 families per year have directly benefited from the health services of the Mama-Toto Mobile Clinic (9000 in 3 years). Maternal health has greatly improved by encouraging pre-natal visits and the delivery of babies at the government Health Center for those who can afford the transportation and fee, and by providing knowledge and tools for safe home deliveries for those who do not. These locally-led approaches are an important contribution to sustainable transformation of communities and progress towards national development indicators in the African context.

Asia and The Pacific

Pakistan – 1st Place Winner

Initiative:

GRLI



Institution:

Gender Unit Department of Labour Punjab

Description

Creating more awareness for improving the conditions of women's participation in the labour market by providing relevant information through a toolkit.

Summary

Women in the Pakistani labour market often work under precarious occupational health, safety and social protection conditions. By way of a toolkit containing the relevant references to laws and labour standards inspectors and worker are made aware as to the conditions to be met by employers.

The Problem

A large number of small and medium scale industries such as textile, leather, metal and pharmaceutical factories are operating in Pakistan without any moral and legal obligation for workers' occupational health, safety and social protection. Employers may deny medical treatment and financial compensation in case of permanent injury or death in an industrial accident. Workers are exposed to hazardous chemicals and other harmful substances with no concept of workers' health and safety at the workplace. Women are even further disadvantaged because of their marginalization and isolation to specific trades and processes that are often neglected remaining invisible. Overall, the status of women is characterized by discrimination, the glass ceiling, occupational segregation, unequal wage payment, and sexual harassment in the work place.

The Solution

The Gender Responsive Labour inspection toolkit was developed to provide an overview of national labour laws and international labour standards which are key to achieving gender equality. It further provides practical checklists and tips to make labour inspection gender-responsive in accordance with the provisions in these laws that apply to both women and men. The kit only includes areas that are overlooked in the traditional labour inspection system such as maternity benefits, sexual harassment, and trainings for equal employment opportunity amongst others. The addition of these indicators will help labour inspectors recommend employers to introduce

worker friendly practices at workplace that help in worker retention and increased productivity. The toolkit provides answers to questions of workers or their representatives relating to working conditions, occupational safety and health, social security, and labour rights and obligations.

Impact

Overall, women are provided improved chances to participate in the labour industry on an equal basis. Most of all the GRLI toolkit has benefitted women in raising their concerns and the labour inspectorate in designing interventions to facilitate women by ensuring workplace environment and working conditions are at par with the international standards. The gender responsive labour inspection tool has also helped employers to assess their level of compliance with national labour legislation and promote innovative legal and/or technical solutions. It will also ensure that workers' rights as explained in the legislation are better understood accepted and, therefore, better applied.

India – 2nd Place Winner

Initiative:

GRAAMIN HAAT

Institution:

Dept. of Cottage and Rural Industries



Description

Empowering rural women to participate in local governance

Summary

Traditionally, women in rural areas of Madhya Pradesh are excluded from decision-making processes and in their communities. Through a local initiative that created opportunity for women to operate village markets, they could become more active participants of their communities.

The Problem

Madhya Pradesh is considered a feudalistic, patriarchal and socio-economically backward state. Although women comprise almost 50% of the population, their participation in the decision-making process at all levels very limited. Women also have no control over resources. Their contribution to the family and society remains largely unrecognized causing low self-esteem and level of empowerment.

The Solution

The Haat Development Committee that operates weekly markets (haats) decided to create Women Self Help Groups (WSHGs) that would operate its own haats. The first such initiative took place in village Digwar. It was the first time that a haat was managed by rural women who were illiterate and inexperienced in managing such enterprise. The initiative included the allocation of land to set up 150 shops. The fees for members of the self help group were fixed at a concessional rate (50%). Basic amenities like cleanliness and drinking water were provided free of cost. Half of the profits were given to the village Panchayat and the remaining amount was added to the savings of the WSHG every week. Women now not only had an important place in the haat and thus in the society but also control over resources.

Impact

Started in village Digwar district Sehore, more than 10 years ago, the initiative has now expanded to 1775 shops in 36 haats benefitting almost 1800 sellers and 415,000 villagers from 217 villages. The initiative provided women an opportunity to acquire management skills and to operate a business on their own. This in turn created a new sense of self-confidence and earned them respect in the family and society. It also allowed women to gradually become part of the governance of their community. The profit received from this initiative allows the WSHGs to sustain their existence. The villagers in turn profited from more opportunities to buy and sell products, services and trade leading which led to overall improvement of living conditions due to economic growth.

Republic of Korea– 2nd Place Winner



Initiative:

Comprehensive Support Initiative for Women of Single Person Households

Institution:

Seoul Metropolitan Government

Description

Attending to the needs of female single person households through tailored policy initiatives

Summary

The number of single households of women has seen significant increases in Seoul. However, government housing policies remained focused on multi-person households thus putting single women at a disadvantage. Through a special initiative, the Seoul Metropolitan Government formulated a tailored response to the needs of this category of households and was able to improve the housing conditions for women in single households.

The Problem

The number of single person households in Seoul has been rapidly growing in the last two decades. It increased from 9.1% to 24.4% of the total households with women accounting for 53% of the single person households. Despite this trend, the design of important housing policies such as for taxes, housing, social safety are still focused on benefitting multi-people households thus putting female single households at a disadvantage.

The Solution

The ‘Comprehensive Support Initiative for Women of Single Person Household’ was the first one to formulate a response to this social change. It devised a strategy dividing single women’s needs into six categories: housing, safety, health, job, community activities, and resolving inconvenience and anxiety. In response to each of these needs the initiative identified tailored solutions. Such solutions included for example expanding the market for small-sized rental housing; creating environments free from violence and crime; providing customized health care service; creating more specialized jobs; promoting local community activities.

Impact

The initiative helped about 2,000 women of single person households to move into a safer housing environment. It has created ‘safety zones’ around campus or residen-

tial areas with a high population of women single person households. Security devices such as security grille & key, emergency bell were set up in areas vulnerable to crime. Guidelines were draft for crime prevention measures in future public rental housing construction. More importantly, a Memorandum of Understanding was signed with the National Police Agency in September 2012 to implement an initiative called 'Violence-free Seoul for Women' which engaged in developing preventive measures, including reinforcing patrol around districts populated with women of single person households.

Europe and North America

Germany – 1st Place Winner

Initiative:

Aktionsprogramm Perspektive Wiedereinstieg (PWE)

Institution:

Prospect for Reentering the Workforce



Description

Assisting women to re-integrate into the labour market after extended career breaks.

Summary

Women in Germany often take longer career breaks to care for their children or elderly family members. The re-entry into the labour market is often difficult after a longer break and little tailored assistance is provided by government job centres. The initiative PWE design special measures to address the special requirements of such women seeking to take up employment again.

The Problem

The vast majority of women and men aspire to have a fair and even balance between their work and personal life. However, this is not the case in many parts of Germany, especially its western part. Unlike their spouse or partner, many women interrupt their own career in order to raise a family or care for relatives. After an extended career break, often ranging between 7 and 10 years, returning to the workforce can pose a complex challenge for women and their families. There has been a structural lack of information, advice and support, as well as a lack of job opportunities tailored specifically to this target group of women who have had a career break for a longer period of time.

The Solution

The initiative Aktionsprogramm Perspektive Wiedereinstieg (PWE) ‘Prospects for re-entering the workforce’ addressed this issue by providing easy access to information, advice, training and other measures for re-integration into the labor market. It founded the ‘Prospects for re-entering the workforce’ network which is a forum in which program participants can interact. This includes the internet portal www.perspektive-wiedereinstieg.de that offers a wide range of information, ideas and guidance related to the process of re-entering the workforce. In 2012, a cooperation with the online career platform Xing was added to the portfolio and a special online platform has been set up. In 2011 a “re-integration calculator” was integrated in the website as an innovative online tool enabling individuals to calculate the economic benefits of re-entering the workforce.

Impact

Thus far, the project provided a total of 17,300 women with information and advice on re-entering the workforce. Of these, 4,660 women took part in an intensive coaching program, while others received special assistance in taking up work. Of 3,645 participants who completed the program a total of 2,504 were integrated into the workforce. This represents 69 per cent of participants. Another, 12 per cent became self-employed and 23 per cent began further training. The findings also show that the satisfaction levels of program participants (73%) was significantly higher than that of non-participants assisted only by government job centers and social assistance centers (35%). Participants in the program were also significantly more motivated to find work than non-participants (51% compared to 23%).

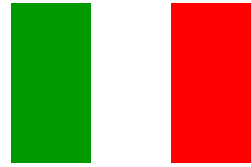
Italy – 2nd Place Winner

Initiative:

Mini*Midi*Mef (MMM)

Institution:

Ministry of Economy and Finance



Description

Facilitating women's full participation in the workplace by providing child care services during school breaks.

Summary

Many working mothers experience difficulties in providing adequate child care services during school breaks impacting their opportunity for equal participation in the workplace. Recognizing this challenge for women as well as for the employer, the Italian Ministry of Economics and Finance launched a cost-free child-care service on its premises for the duration of school breaks.

The Problem

A gap existed in the provision of child care services for working mothers in particular during school holidays. During school breaks, many female employees had no better alternatives than bringing their children to work, to take leave or work on a part-time basis to be able to provide the necessary child care. Particularly during the summer months this situation posed manifold challenges for employers, parents and their children.

The Solution

Mini*Midi*Mef (MMM) is a free care and entertainment service that was created to take care of children (4 to 12 years) of working mothers. It launched on 22 December 2011 to coincide with the closure of schools for the Christmas and New Year holidays. MMM is located in a specifically allocated facility at the Ministry of Economics and Finance in Rome. It is operational on weekdays during those times of year when school services are interrupted. The service takes place in two shifts per day, each 5hrs 45min, and accepts up to 40 children.

Impact

To date, MMM has welcomed the children of about 200 employees. This service has contributed to the advancement of gender equality. Women are the primary users of the service. Due to MMM, women now have the opportunity to participate in work processes in the same manner as their male colleagues all year round. Women do not have to worry anymore about being late for meetings due to child care needs. Neither do they have to forego job activities that take place in the afternoons.

Latin America and The Caribbean

Ecuador – 1st Place Winner



Initiative:

Catalogo Orientador de Gastos Politicas de Equidad de Genero

Institution:

Ministry of Finance

Description

Institutionalizing gender budgeting

Summary

Ecuador was lacking an appropriate framework to implement gender budgeting. With the assistance of UN Women and through internal advocacy and capacity building the necessary conditions for including gender diversity into budgeting processes were created.

The Problem

The state budget of Ecuador was lacking an institutionalized approach to including gender aspects into its budgeting process. It was difficult to discern what level of resources is invested in gender and whether this was done at all. Also, such concept as “gender budgeting” was new and required a change of mind-set to recognize its value.

The Solution

To tackle the problem, the ministry created a Gender Unit to operationalize a Memorandum of Understanding signed with UN Women, to serve as the framework for implementing gender budgeting and other guidelines. By bringing together gender equality advocates, and key national stakeholders (parliamentarians, planning and budgeting officers and other government actors) and building their capacities to ensure that budget policies and outcomes are gender-responsive, the unit created the necessary awareness and capacity within the public sector. The Ministry also established technical tools and methodologies to incorporate a gender perspective in the national budget and continuously provided guidance to key public sector institutions for implementation.

Impact

A major impact is establishing institutional culture of accountability and transparency in the use of public resources for reducing gender gaps. The gender responsive

budgeting initiative in Ecuador since 2005, has made significant contribution towards ensuring that national planning and budgeting processes incorporate a gender perspective; and has been recognized as a good practice in other countries in the region at local and national levels. Overall, the initiative was able to introduce strategic and sustainable changes into budgetary processes,

Western Asia

Egypt – 1st Place Winner

Initiative:

Multidisciplinary Breast Cancer Clinic - Women Health Outreach Program

Institution:

Ministry of Health



Description

Enhancing the delivery of breast cancer prevention services through a multi-disciplinary approach

Summary

Despite the existence of free of charge services for breast cancer diagnostics and prevention, more than half of the Egyptian women opted not to use the services. In order to address the concerns of the women the services were enhanced taking a multidisciplinary approach which resulted in higher utilization rate.

The Problem

Breast cancer is the leading cause of death among women worldwide, yet, 75% of global deaths attributed to breast cancer occur in the developing world. Women in low and middle income countries are unduly undereducated, underserved and underinsured as well. These women suffer from the limited resources, inadequate health education and above all, they do not have an organized access to preventive and diagnostic procedures. The “Women Health Outreach Program” (WHOP) was the first Government funded Egyptian National Breast Cancer Screening Program to combat this issue. Yet, despite the fact WHOP offers completely free of charge post mammography diagnostic services for all Egyptian women joining the program, 65.6% of the women decide not to use these services as they have concerns regarding mammography.

The Solution

The “Multidisciplinary Breast Cancer Clinic” was created to enhance the delivery of post mammography services. The breast clinic is a practical unit based on the collaboration of various professionals: breast cancer experts; radiologists and surgeons, technologists, nursing staff, data managers, clerks, IT engineers and the Ministry of Health breast pathologists. Their mission is to the best available breast cancer care in a timely and orderly fashion by way of a multidisciplinary one stop. This approach also based on the philosophy that the smaller the number of steps patients should

pass among different health care providers, the better will be compliance/capacity to complete the required screening steps. As such, ultrasounds, surgical examinations, and biopsies are all conducted in one place and on the same day.

Impact

The idea of the multidisciplinary one stop breast clinic has saved time, efforts and cost burden. It has also alleviated many women's concerns about mammography. By providing accessible and high quality post mammography screening services for these women, access to health care was increased, and the costs and efforts on the part of the patient minimized. Through the project 106,000 women were screened for breast cancer in Egypt, 24,500 of them, living in Cairo, were candidates to receive free of charge services offered in the 'Multidisciplinary Breast Clinic'. The Breast clinic has supplied actual services and diagnostic investigations to 2175 women. 210 cases completed their operative intervention and their post operative therapy in the NCI and in Cairo University Hospitals and the rest were referred to Insurance Hospitals.

Jordan – 2nd Place Winner



Initiative:

Integrated Services Center against Domestic Violence/
Family Reconciliation

Institution:

Center for Integrated Services Against Family Violence

Description

Assisting victims of domestic violence by creating a neutral and safe place and providing professional assistance

Summary

In Jordan, victims of domestic violence have no safe place to turn to in order to overcome the trauma and to find solutions. The initiative by the Centre for Integrated Services against Family Violence addressed this gap by creating a centre that provides an integrated set of services to assist victims in every aspect.

The Problem

Women who were victims of domestic violence (physical, psychological, sexual, economic) were faced with only two options, either to accept the acts of violence by members of the family, or to resort to the police which had to keep victims in a safe place which is a prison for women. Because of this, many women rather endured domestic violence to not spend time in prison. The lack of a safe place that offers comprehensive services for victims (women and their children) makes it hard for them to break their silence, and to stand up for themselves in front of their community.

The Solution

An authority was created that is capable of protecting women and providing them with comprehensive integrated services that they needed. The most important aspect of the initiative, is that it follows an innovative work methodology that offer victims of domestic violence and their families, a team of qualified, specialized members, highly qualified to help victims of domestic violence and perpetrators of violence at the same time, and to break the cycle of domestic violence. And at the same time victims are assisted in building healthy family relationships. It also provides integrated services, inside the center, from social, psychological, medical, legal, and judicial to hosting. The initiative also works on strengthening partnership and networking with governmental institutions, and non-governmental organizations in order to unify efforts.

Impact

The initiative resulted in providing victims with a safe place and the needed services including aftercare programs to ensure that the victim and her children remain safe. The critical factor for success is the participatory approach adopted with public sector institutions (government) and civil society organizations (Ministry of Social Development, Ministry of Health, Ministry of Justice, Ministry of Education, Family Protection Department and legal organizations, the High Commissioner for refugees (UNHCR), the Noor Al Hussein Foundation and the Institute for women's solidarity).

2012 United Nations Public Service Awards Winners

Category 1

pg



Mauritius



Rep. of Korea



Singapore



Mexico



Turkey



Georgia

Category 2

pg



Senegal



Morocco



Rwanda



India



Singapore



USA



Spain



Dominican Republic



Mexico



Grenada



Lebanon



Egypt



Georgia

Category 3

pg



Thailand



Australia



Rep. of Korea



Spain



Canada



Slovenia



Brazil

Category 4

pg



Malaysia



Rep. of Korea



Thailand



Spain



Switzerland



Bahrain



Turkey

Category 5

pg



South Africa



Kenya



Rwanda



Bosnia and Herzegovina



Spain



Brazil



Mexico



Bahrain



Oman





2012 Category 1

Category 1: Preventing and Combating Corruption in the Public Service

Region	Country	Initiative	Description	Pg
Africa	Mauritius	<i>Preventing and Combating Corruption in the Public Service</i>	Institutionalizing anti-corruption measures in the public service of Mauritius to prevent and combat corruption	120
Asia and the Pacific	Republic of Korea	<i>The Integrity Assessment</i>	Assessing corruption and integrity levels among targeted service users to detect corruption and enhance transparency in the public sector	122
	Singapore	<i>Promoting accountability for procurement of public projects</i>	Improving transparency and accountability for procurement of public projects	124
Latin America & the Caribbean	Mexico	<i>New Model of Control and Audit Public Works</i>	Preventing corruption in Mexico's public procurement system through policy reform and design of monitoring tools that detect corruption timely	126
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Western Asia	Turkey	<i>SMS Information System</i>	Improving timeliness and access to information on legal cases for citizens in Turkey, through the use of mobile technologies	130
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Mauritius



Rep. of Korea



Singapore



Mexico



Turkey



Georgia

AFRICA

Mauritius – 1st Place Winner



Initiative:

Preventing and Combating Corruption in the Public Service

Institution:

Independent Commission against Corruption (ICAC)

Description

Institutionalizing anti-corruption measures in the public service of Mauritius to prevent and combat corruption

Summary

The Independent Commission against Corruption was established under the Prevention of Corruption Act 2002 to fight corruption in Mauritius. The initiative aims to institutionalize anti-corruption measures across the public service of Mauritius and take a preventive instead of a reactive approach to corruption. The Civil Service Division and the Mauritius Police Force both undertook the challenges to improve their institutions by taking anti-corruption measures through adopting anti-corruption policies, establishing an excellent framework and embedding integrity in their organizational culture. As a result, corruption levels went down, resulting in fewer public complaints. An additional 10 public bodies have adopted the measures, and other institutions are following by implementing anti-corruption measures with the assistance of the Independent Commission against Corruption.

The Problem

Public bodies in Mauritius have had a reactive rather than proactive approach to corruption prevention, viewing it as a collateral activity given due consideration only upon occurrence. Corruption opportunities were not systematically identified and measures to support organizations in increasing their orientation to the principles of integrity, transparency and accountability were lacking. Numerous requests to build corruption prevention infrastructure from organizations were received. A number of areas for intervention were also highlighted. Inevitably, a tool had to be developed to build capacity in public sector institutions to take up ownership of building corruption resistance in their organizations and sustain these anti-corruption preventive measures on their own

The Solution

The Independent Commission against Corruption implemented a Public Sector Anti-Corruption Framework (PSACF) at the Civil Status Division (CSD) and the Mauritius Police Force (MPF) in the year 2010. Top management of both organizations signed an Anti-Corruption Commitment to implement the PSACF through which corruption prevention was incorporated in structures and processes of organizations and in behaviours of its employees to entrench anti-corruption action and achieve sustainable action against corruption on a long-term basis.

The PSACF provides a strategic approach to corruption prevention in public bodies and formalizes their commitment to fight corruption and enables them to take up ownership of building corruption resistance. It provides the foundation for developing, implementing and sustaining anti-corruption initiatives in public organizations and contains necessary policies, systems and plans to combat corrupt practices.

The initiative was driven by an Anti-Corruption Committee (ACC) set up at the level of the public body. The ACC sets the priorities, provides advice when ethical issues arise and is responsible, amongst others, for, formulation of an anti-corruption policy (ACP), development of a corruption prevention plan, development and implementation of an integrated corruption risk management plan, overseeing and coordinating implementation of corruption prevention strategies, implementation of the recommendations proposed by the ICAC in Corruption Prevention Reviews (CPRs), building and sustaining an ethical culture to promote integrity of staff within the organization and reporting to the Director-General of the ICAC twice yearly.

Impact and Lessons Learned

The workings of the ACCs have led to the development and adoption an anti-corruption policy in both organisations. Each policy is available on the corporate website of the respective organisations. The ACCs are now embarking on a CRM exercise and are monitoring the implementation of the recommendations proposed in CPRs in their respective organisations.

Key lessons learned from designing and implementing the corruption prevention plans and strategies are that total involvement of the implementing organization is requisite and management commitment is crucial to drive the initiative. It emerged from engaging the first public institutions that close collaboration with key ministries such as Ministry of Civil Service and the Ministry of Local Government could have accelerated the application of the PSACF across the public service and is vital for future implementation of the prevention policies at other institutions.

ASIA AND THE PACIFIC

Republic of Korea – 1st Place Winner**Initiative:**

The Integrity Assessment

Institution:

Anti-corruption and Civil Rights Commission

Description

Assessing corruption and integrity levels among targeted service users to detect corruption and enhance transparency in the public sector

Summary

The “Integrity Assessment” was developed to curb corruption in a preventive manner. The initiative has affected a wide range of government agencies and their officials by engaging them in voluntary efforts to fight corruption. The Integrity Assessment is designed to assess corruption status of organizations, making it possible to pinpoint and focus on corruption in specific tasks, improving relevant legal and institutional frameworks. As a result, since the assessment officially started in 2002, the “overall integrity index” of the Korean public sector has increased consistently from 6.43 in 2002 to 8.43 in 2011. Corruption experienced by citizens dealing with public service has also substantially decreased. According to the public official survey conducted in May 2011 by the Anti-corruption and Civil Rights Commission, the Integrity Assessment made the greatest contribution to preventing corruption in the public sector among all of their anti-corruption measures.

The Problem

A number of assessments carried out on the Republic of Korea indicated that the country had persistent levels of corruption, which undermined economic efficiency, as well as government transparency and accountability. Recognizing this, the Korean government made strenuous efforts to solve the corruption problem. However, integrity levels of Korea in the late 1990s and early 2000s did not appear to get better. According to the Corruption Perceptions Index (CPI) released by Transparency International in 2000, Korea ranked 48th among 90 countries, and a survey conducted by the Korea Independent Commission Against Corruption (KICAC) in 2002 showed that 48.1% of Korean people believed civil servants were corrupt.

Limited progress in curbing corruption was attributed to the reactive and passive anti-corruption measures that focused heavily on detection and punishment. In general, the chances of detecting corrupt public officials were little. These circumstances made it imperative to shift the policy paradigm from punishment toward prevention in order to address corruption in a more fundamental way and minimize the cost of corruption. Consequently, the Korean government started new attempts to fight corruption by focusing on preventive and proactive measures.

The Solution

The “Integrity Assessment” was developed as one of such preventive initiatives to assess the integrity levels and corruption-prone tasks of public organizations objectively so that public organizations can make voluntary efforts to prevent corruption.

Before the development of the “Integrity Assessment,” the various tools used to diagnose corruption, such as the CPI mainly covered areas such as national defense, education, and taxation. The methods used did not identify specific causes of corruption and it was difficult to reflect the result of surveys into policies. The Integrity Assessment was designed to assess the corruption status of individual organizations and their specific tasks, rather than areas of public service in general. The assessment surveyed immediate service users and internal staff of public organizations about their corruption experience and perception. The surveys excluded perceptions of the general public who do not use a particular service, as this often distorted results of the actual corruption levels.

The assessment results point out areas where corruption is most severe in each organization, making it possible for public organizations to focus their efforts on addressing corruption in those specific areas and improving relevant legal and institutional frameworks. The scores calculated from these results, showing the integrity level of each public organization are disclosed to the public through the media.

Impact and Lessons Learned

Public disclosure of the results caused competition among public organizations to make voluntary efforts to improve their integrity levels. As a result, since the assessment officially started in 2002, the “overall integrity index” of the Korean public sector has increased consistently from 6.43 in 2002 to 8.43 in 2011. Service users have highlighted a substantial decrease in corruption, with the rate of respondents who had offered money or other valuables to public officials to access services standing at 4.1% in 2002 and decreasing to 0.8% in 2011. These results indicating the improvement of integrity level can be regarded as strong evidence for positive impact of the “Integrity Assessment”. According to the ACRC’s survey conducted in May 2011, the public officials surveyed said that the Integrity Assessment made the greatest contribution to preventing corruption in the public sector among the ACRC’s anti-corruption measures. The “Integrity Assessment” has made improved integrity levels and has contributed to enhancing transparency in the public sector in the Korean public sector, benefiting people in both direct and indirect ways.

It was noted that assessment and preventive measures in curbing corruption that involve service users are more effective than assessments that include people who do not use the specific services. The Integrity Assessment revealed that availability of data on corruption levels to the public motivated and induced competition among public officials to do better in reducing corruption in their organizations.

Singapore – 2nd Place Winner



Initiative:

Promoting accountability for procurement of public projects

Institution:

Building and Construction Authority

Description

Improving transparency and accountability for the procurement of public projects in the construction industry

Summary

The Contractors Registration System (CRS) is a one-stop registration for contractors to provide construction services to the public sector – thereby saving time, resources and money for both the government agencies and the contractors. As standardized criteria are used by CRS to register all contractors which are available online to the public, it is a transparent system, both to the government agencies and to the contractors. Since its official inception in 1985, the number of registered contractors has risen from 2000 to more than 9500 today. The impact of the implementation shows improved transparency and accountability; reduced time, cost and manpower; and increased the professionalism within the Building and Construction sector.

Summary

Procurement of public sector infrastructures and building projects is the key driver for construction demand in Singapore, constituting about Singapore Dollars 10-15 billion (40 to 60% of total construction demand) yearly of the government budget. Prior to 1985, contractors wishing to undertake public sector projects had to register separately with each of the major government agencies covering projects on public housing, schools, hospitals and industrial and infrastructures on roads, drainage, waterworks and port facilities. Each agency had its own construction project procurement criteria for pre-qualifying contractors for inclusion in its register.

With each agency having its own registration body and requirements, it was a costly exercise for the contractors who wanted to provide construction services for different government agencies. More resources in terms of time and money were needed for the contractors to adapt the project contract documentation and implementation to fulfill the different agencies' procurement criteria. Beside various fees to be paid by the contractors to be registered with the agencies, there was also limited transparency and uniformity due to the differing procurement requirements.

Public agencies involved in the procurement of public infrastructures and building projects had to devote manpower and resources to maintain their own register of contractors. There was no formalized way to share information amongst the public agencies on contractors with unsatisfactory performance or malpractices.

The Solution

The Government of Singapore established the Contractors Registration System (CRS) in 1985, through which all contractors executing public works had to be registered. The CRS is a one-stop registration for contractors to provide construction services to the public sector. The Building Construction Authority of Singapore (BCA) was designated as the entity to manage the system. All Government agencies that intended to procure construction or construction-related services are required to only hire contractors registered on the system. Since its official inception, the number of registered contractors has risen from 2000 to more than 9500 today.

The main objectives of establishing the system and results realized are improved transparency, accountability and streamlining processes to reduce costs. CRS provides a uniform set of standardized criteria for the registration of contractors which helps to improve transparency for contractors who want to tender for government projects. The lists of pre-qualified contractors as well the procurement criteria for various types of works are also made available online to the public. The depository contains contractors' past projects' performance and enables the Standing Committee on Debarment to bar Contractors with poor performance or malpractices from tendering of government projects, as information on registered contractors is continuously updated. The requirement of all public agencies to procure contractor services through the CRS sought to minimize opportunities for contractors to give kick-backs and conspire with public officers to attain favors to win tenders for public projects.

Impact and Lessons Learned

The costs incurred by government agencies through maintaining individual registration processes have been significantly reduced, with a centralized registration which eliminated duplication of functions and expenditures. With this solution, contractors now register once and they pay one fee to be registered instead of multiple registration fees. Expenditures incurred on human resources to maintain the various registers were saved. The processing time for registration with the centralized CRS is now reduced to 14 days instead of more than 3 months required with multiple agencies. Public procurement has been used to raise capacities of contractors by tying the CRS with procurement policies and incentives. Two such examples are the Price Quality Method (PQM) framework and the Bonus Scheme for Construction Quality (BSCQ). The PQM framework places weightage on both quality and price for the evaluation of construction tenders and optimizes value by awarding to the tenderer with the highest combined price-quality score for the project.

LATIN AMERICA AND THE CARIBBEAN

Mexico – 1st Place Winner



Initiative:

New Model of Control and Audit Public Works

Institution:

Ministry of Civil Service

Description

Preventing corruption in Mexico’s public procurement system through policy reform and design of monitoring tools that detect corruption timely

Summary

This initiative relates to the creation of a new unit for control and auditing of public work processes in Mexico. Since 2009, there has been a series of new policy initiatives from this unit including training, the hosting of international forums on the auditing of public works, and the development of strategies for specific sectors, such as the health sector. The unit focuses on prevention of corrupt acts and control of public works, analyzing all stages of the work process: from planning to completion.

The Problem

The Ministry of Civil Service tasked with auditing and monitoring public works experienced irregularities in the public procurement system. The main constraint was lack of an institutionalized approach in the monitoring of public works expenditures. Monitoring was mainly done upon conclusion of public works and used to detect errors and punish officials who were found to have performed fraudulent activities. Project design did not build in mechanisms to detect irregularities in the public procurement of goods and services, which at times resulted in glaring loop holes such as projects often lacking the necessary documentation that should be in place prior to undertaking public works. In some instances, construction work was carried out and not paid for as the required documents were not in place.

The Solution

Given the importance of infrastructure projects in Mexico’s administration and the need to improve regulation in this area, it became evident that the institutional set up for monitoring and evaluating public works in Mexico needed to be restructured. In May 2008, the Ministry of Civil Service created in the Secretariat for Control and Audit of Public Management, the General Office of Public Works Audit, which in 2009 was consolidated and transformed into the current Control Unit and Audit of Public Works (UCAOP). This unit was tasked with conducting reviews and audits for

public works and services carried out by all public sector institutions, including Ministries and parastatals. The unit designed and implemented the New Model of Control and Audit of Public Works. The initiative's approach and goal was to create a cleaner, more transparent and accountable government, with citizens partaking and trusting the public institutions. The initiative's focus went beyond post-implementation reviews and evaluations and as a core feature, sought to put preventive measures in place to curb corruption and fraud, mainly through policy reforms and process reengineering.

Risk analyses, internal assessments, and monitoring tools were adopted to prevent errors and to detect possible corruption in time, as well as ensuring that the work was completed in time, within the budget and with the desired quality. With the help of the monitoring of public work processes, including visits, direct audits and quality control to ensure that the processes meet the required standards, the quality of the processes has greatly improved.

Impact and Lessons Learned

Through this initiative, the key lesson learnt is that prevention of corruption rather than punishing corrupt acts yields better and long-term results in enhancing transparency. Citizens have actively participated actively in identifying areas where corruption was rife and this has increased confidence in public institutions. Standardizing monitoring tools has contributed immensely to the success of the Ministry's efforts in fighting corruption at different levels. Another lesson learned is the significance of agreements and collaboration with the private sector, particularly the institutions in the construction industry such as the Chambers and Associations in the industry.

The Ministry has also realized the importance of developing occupational competency standards, courses, training agreements, and participation with universities in order to promote this area as an attractive career opportunity and ensure long-term availability of professionals in this area and enhance sustainability of the program.

Mexico – 2nd Place Winner

Initiative:

National Public Procurement System (Sistema Nacional de Contrataciones Públicas)



Institution:

Ministry of Civil Service

Description

Improving public procurement through overhaul of polices and ICT

Summary

Public procurement accounts for approximately 40% of the total budget of the Mexican public sector and 16% of the total national economy. It is thus one of the most significant variables in the country's economy. This initiative relates to the National Development Program (2007-2012) which sought to overhaul the public procurement system and related policies in Mexico. The National Public Procurement System achieved inter-institutional coordination of public procurement policy, eliminated obsolete and redundant regulations and established clear rules. Procedures for dealing with disputes and sanctions were established. The result is the creation of an electronic system for government procurement called CompraNet. Since 2009, the changes have led to savings of approximately 3,500 million pesos, reduced transaction costs and a reduction in execution time of up to 95%. As of the second half of 2011, CompraNet had served almost 10,000 users, consisting of more than 2300 units, and had 300 buyers from different agencies and entities.

The Problem

Public procurement was characterized by poor planning and coordination amongst departments involved in the process and lax administrative controls. There were no standard principles of procurement and the process was not undertaken in a systematic manner. Instead, there were multiple regulations, procedures, policies and guidelines for procurement, creating inefficiency and making public procurement a lengthy process. Obsolete technologies were used in managing procurement, and these challenges were compounded by inadequate monitoring and evaluation. The system did not promote healthy competition among bidders, which at times resulted in monopolies on the supply side, uncompetitive prices and subsequently high procurement costs for the Government. Limited transparency and accountability created a favorable environment for corruption and inevitably little public confidence in Government and public procurement.

The Solution

The solution was the redesign and consolidation of the public procurement system, to improve efficiency and effectiveness through upholding the principles of transparency, honesty, rationality, control and accountability in the process. The various laws and regulations in public procurement were simplified and standardized. Obsolete laws were eliminated in this process. Coordination among institutions involved in public procurement was improved and processes were simplified.

Impact and Lessons Learned

In addition to improving efficiency of the procedures, reducing transaction costs and recruitment time, and increasing transparency and competitiveness, the strategies undertaken have generated costs savings of approximately \$3,500 million pesos from the second quarter of 2009 the first quarter of 2011.

The elimination of obsolete regulations and the establishment of clear rules have resulted in benefits such as: stronger accountability, streamlined processes, defined ground rules, elimination of fees, quality control mechanisms, reduction of paperwork, bidding transparency, efficient accounts payable system, strengthening of specialized areas and establishment of claims proceedings, among others. Furthermore, 586 redundant regulations were eliminated on procurement and public works.

The outcomes of the new system also signified an establishment of an evaluation mechanism that favors quality over price.

WESTERN ASIA

Turkey – 1st Place Winner



Initiative:

SMS Information System

Institution:

Ministry of Justice

Description

Improving timeliness and access to information on legal cases for citizens in Turkey, through the use of mobile technologies

Summary

SMS Information System was developed to make the jurisdiction more transparent and controllable in Turkey. The system transmits any act carried out in the judiciary units automatically via SMS to the parties of the case’s file, informing not only citizens, but also lawyers and institutions about the progress of the case. More than a half million people subscribe to the SMS Information System, which is highly appreciated by the users. On average, 2.000 new users are added to the system every day. The most important element of the initiative is the instant access to information and monitoring of the work of the judicial units by the different parties of a case instead of the periodic inspections carried out by inspectors every two years. Thanks to the initiative, transparency of the judiciary is increased, because the judicial units are more meticulous as they are aware that the parties are informed automatically by SMS when any proceeding is carried out. Public trust in the judiciary has increased as citizens, lawyers and institutions can easily access and follow judicial processes.

The Problem

Before the SMS Information System was implemented, Turkey’s judicial system was characterized by limited transparency and judicial proceedings taking place without the knowledge of the defendants in the cases. Defendants learn of the proceedings only after judgment has passed, which seriously undermined the credibility and transparency of the judicial system. In some parts of Turkey, women and disabled people can be unaware of the legal proceedings initiated against them. Citizens began to lose their confidence in judicial bodies and questioned their reliability as institutions tasked to uphold justice and human rights. This loss of confidence affected all individuals and institutions within the society negatively while strengthening illegal mafia activities.

The Solution

Implemented by the Ministry of Justice, the SMS judicial information system provides an outstanding service for the citizens and lawyers which enables them to receive SMS messages on their mobile phones, containing legal information such as ongoing cases, dates of

court hearings, the last change in the case and suits or claims against them. Messages are received instantly, and this has alleviated the problem of delays of notifications sent by post and accessed through enquiries at the courts. Delivery of information through the use of SMS has facilitated and accelerated the access to courts as required by the Convention for the Protection of Human Rights and Fundamental Freedoms. The system has facilitated better access to justice for women and disabled people, allowing them to learn about their cases without the need to go to courts. Sending SMS messages has not replaced official notification however, as its aim is only to provide information to the parties so that they can take necessary measures in time without delay in order to prevent deprivation of legal rights.

The SMS information system has reduced the communication costs previously incurred in a paper-based system and has resulted in savings of 7 million Turkish Lira per year. The achievements of the SMS information system are in line with the E-Plus strategy of the European Union, which aims to establish a high level information society and remove the gap between the justice staff and the individuals seeking justice. This initiative has reduced the heavy burden of court staff as the time, labour and money for getting information about files to answer enquiries is reduced significantly and in the process has enhanced transparency in judiciary. The system has transformed the vision of judicial organs from a conservative state demanding information from individuals to a modern state swiftly providing information to them so as to prevent unjust treatments and irregularities. Overall, the initiative increased the quality of legal services by reducing red tape and enhancing transparency.

Impact and Lessons Learned

The most important lesson the Ministry of Justice has learned from this service is that sometimes simple and cheap solutions may be sufficient to achieve big successes and there is no need to invest significant amounts of funds to solve big problems. By taking the example of success of the SMS system, a simple structure was established enabling questioning of the persons under arrest warrant of the police force directly through their mobile phones.

The use of mobile technologies in this initiative tremendously reduced the administrative and communication costs, and this points to an increasing importance of M-government in improving service delivery, particularly in light of the rapidly increasing number of people getting access to information through mobile phones and mobile internet connection. The mobile access to information - anywhere any time has become a daily routine and governments will have to change their information and communication technology policies to meet this demand. It is widely believed that M-government is the next inevitable direction of e-government. SMS information system enables integrated and flexible data communication and exchange mechanism between citizens and government units in the legal sector for better access to justice. The initiative has improved communication between citizens and government units in the legal sector, particularly those in remote and rural areas and this has increased trust in the judiciary system.

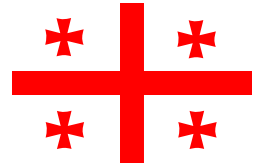
Georgia – 2nd Place Winner

Initiative:

Georgian Electronic Government Procurement System

Institution:

State Procurement Agency of Georgia



Description

Increasing transparency and for public procurement through ICT

Summary

The traditional paper based tendering system regarding procurement procedures in Georgia was replaced with a new e-procurement system. All tendering procedures, from tender announcement to conclusion of contract, are exclusively executed through the Georgian Electronic Government Procurement system (Ge-GP) online since its establishment. One of the main effects of Ge-GP is high levels of transparency of procurement procedures, decreasing the risks of corruption. All procurement related information is open and available online, including annual procurement plans of all procuring entities, tender notices, tender documentation, bids and bidding documents, decisions by the tender evaluation commission, all relevant correspondence, as well as all contracts.

The Problem

The first Georgian Law on State Procurement was passed in 1999. In 2006 a new law on the State Procurement took its place. A study undertaken in 2008 evaluated the State Procurement System of Georgia in its entirety as “a high-risk environment”. Corruption was deeply inherent to the system and “kick backs” were not something unusual, as well as bribery, trade of influence and accepting illegal presents. These deficiencies undermined society’s confidence towards the procurement institutes and damaged credibility of the system. Administrative costs on administrative were very high and unjustified. One of the defects of system was that all procurement procedures were executed only by means of the paper work. Such a practice was ineffective. It was revealed that in 5 years leading to 2010, about 20 million paper copies were produced, causing a lot of difficulties in document registration process and assessing compliance to procurement requirements, and inevitably creating a conducive environment for corruption.

In addition, some formal requirements created administrative barriers for normal tender processes. Suppliers had to contact various administrative bodies to obtain qualification documents, which sometimes were redundant and this was a time consuming

and costly exercise. This, on one side, discouraged many companies from the participation in tenders and, on the other side, conditioned raise of monopolistic tendencies and formation of the caste of privileged suppliers. According the old procedures, bidders had to visit at least 4 times the procuring entity to take part in tender procedures, and the winner had to visit it one more time additionally. This placed companies outside the Tbilisi in a disadvantageous position.

The Solution

The traditional paper based tendering system was replaced with a new e-procurement system in December 2010. Since then, all tendering procedures have been exclusively executed by means of the Georgian Electronic Government Procurement system (Ge-GP) online.

Impact and Lessons Learned

By the end of 2011 public funds savings generated by the system amounted to GEL 182 million (\$110 million), which was 14% of the total value of the announced tenders. One of the main effects of Ge-GP is high level of transparency of procurement procedures decreasing risks of corruption. All procurement related information is open and available online, including annual procurement plans of all (more than 3000) procuring entities, tender notices, tender documentation, bids and bidding documents, decisions of tender evaluation commission, all relevant correspondence, all contracts. The system has facilitated fair competition among suppliers. Although corrupt practices at times took place, corruption is no longer systemic and is detected more easily. Blacklisted companies can no longer participate in public procurement. Bidders are now able to submit complaints electronically. This procedure has greatly simplified the appeal process and makes dispute resolution more transparent and increases public engagement in the state procurement processes. Costs of bidding have decreased and made it affordable for prospective tenderers.



2012 Category 2

Improving the delivery of public services

Region	Country	Initiative	Description	Pg
Africa	Senegal	<i>Electronic Single Window Procession of Foreign Trade and Customs Formalities</i>	GAINDE 2000 implemented the Single Window (Guichet Unique) ORBUS that is in operation since 2004 in Senegal, and the use of which became mandatory for pre-clearance customs formalities.	136
	Morocco	<i>0-paper</i>	Improving deliver of pension related services and reducing cost through the creation of a paperless on-line system	139
	Rwanda	<i>The use of ICT in improving service delivery in the DGIE</i>	Using ICT to improve the delivery of immigration and emigration services	141
Asia & the Pacific	India	<i>Aarogyam</i>	Initiated in Bagpat & JP Nagar district of Uttar Pradesh, Aarogyam aims to provide healthcare services to citizens at their doorsteps, with special focus on mothers and children to bridge the gap between citizens and service delivery. Aarogyam caters to both safe motherhood and child survival components RCH.	143
	India	<i>MP Public Service Delivery Act 2010</i>	Improving public service delivery through a strengthened regulatory framework and grievance mechanism for citizens	145
	Singapore	<i>Helping to Empower Litigants-in- Person – The Subordinate Courts HELP Centre</i>	Providing legal representation to disadvantaged groups through a HELP Centre	147
Europe & North America	United States of America	<i>NYC311</i>	New York's City's 311 has a mission to provide the public with quick, easy access to all New York City government services and information while maintaining the highest level of customer service. 311 is New York City's single number for non-emergency services and information in the City of New York.	149
	Spain	<i>Public Service Electronic Access for Citizens</i>	Creating electronic access for citizens to public services	151



2012 Category 2

Improving the delivery of public services

Region	Country	Initiative	Description	Pg
Latin America & the Caribbean	Dominican Republic	<i>Institutional Transformation</i>	Serving the most vulnerable sectors of the Dominican population, providing quality and low cost medicines, medical supplies and laboratory reagents to users of the National Public Health System.	153
	Mexico	<i>Financial Inclusion Project</i>	Creating access to financial services to disadvantaged groups	155
	Grenada	<i>Efficiency for passport services</i>	Computerizing the issuance of passports services for speedy services	158
Western Asia	Lebanon	<i>Simplify Procedures and Improve Services</i>	Automating the delivery of medical and social compensation system to public employees.	160
	Egypt	<i>Democratic Reform Using ICT</i>	Facilitating and improving electoral processes through ICT	162
	Georgia	<i>Public Service Hall</i>	Reforming public service delivery through one-stop-shop technology service platforms	165



Senegal



Morocco



Rwanda



India



Singapore



USA



Spain



Dominican Republic



Mexico



Grenada



Lebanon



Egypt



Georgia

AFRICA**Senegal - 1st Place Winner****Initiative:**

Electronic Single Window Procession of Foreign Trade and Customs Formalities

Institution:

GIE GAINDE 2000

Description

Single Window System that facilitated electronic and paperless processes that reduced time and costs in the trading system of Senegal

Summary

The government's vision was to make Senegal a leading country in Africa with regard to trade facilitation and electronic commerce. The country's effort to implement a paperless trading system began in the 1980s with the computerization of the customs procedures, which later culminated into the establishment of the customs automated system called GAINDE in the 1990s. The effort to establish an electronic Single Window System became a reality in 2004 with the creation of a new public private partnership entity called GAINDE 2000. Trade modernization and the use of ICT proved to be of immense importance for international trade, especially when GAINDE 2000 successfully set up a Single Window solution for handling goods release operations from the Port of Senegal. This initiative provided a seamless interconnectedness between port authorities, stakeholders, trading partners, and customs and other government departments.

The Problem

Before the implementation of the Single Window ORBUS initiative in Senegal, business and trade were characterized by a large bureaucracy and excessively long processing time. It took an average of 15 days just for the collection of pre-clearance papers, which slowed the entire business chain. To report imported goods, the recipients or their representatives (i.e. the approved customs commissioners or forwarding agencies) had to go through a tedious process of preparing documents to attach to their application. Often, they were unfamiliar with the formalities, or they were simply faced with random interpretations of regulations and laws to import or export goods.

Added to that, there was also a wide range of administration agencies involved in foreign trade formalities, and therefore, importers and exporters had to constantly go from one office to another, sometimes enduring long queues for the deposit or with-

drawal of documents required for international trade. Moreover, the vast majority had no experience in the cost and time necessary to complete international trade paperwork. Because of manual processing of files, removal of goods from the port was a lengthy process, and it took weeks to see the container exit the Port after endless travel from one administration to another.

Due to these facts, and encouraged by an unwavering commitment to modernization, the State of Senegal took on the challenge to develop the tools essential to improve its procedures, particularly in the field of foreign trade, the backbone of the national economy.

The Solution

The Single Window initiative is an information technology and communication system established to facilitate foreign trade business processes through a paperless approach in Senegal. The initiative provided greater flexibility of business processes through electronic exchanges between the actors, electronic submission of documents accompanying customs declarations, exchange of data and documents between trading partners and government agencies. To support the needs of a large section of the stakeholders in trade, in particular the informal sector, a facilitation centre was established to enable communication and exchange of information between the actors who have no IT facilities and public or private entities that issue the documents required. A recent extension of the one-stop shop for logistics services has given another dimension to the business community in Senegal. The main challenge was to interconnect the various stakeholders and streamline their trade through a secure platform which speeds up processing.

Moreover, the implementation of an electronic payment module greatly accelerated the process, in that a secure infrastructure is available to users for the payment of fees and rates throughout the customs clearance process. Currently, 26 public and private structures are connected to the system, through which the documents requested by the authorized customs brokers are issued. From December 2010 to May 2011, a total of 72,606 documents were issued in the system.

Senegal's transition from a paper-based system to a paperless trading system was implemented in 6 stages:

- Phase 1 (1986-1990): computerization of customs procedures
- Phase 2 (1995-1996): electronic Single Window model definition
- Phase 3 (1997-2002): electronic Single Window development
- Phase 4 (2002-2004): electronic Single Window implementation
- Phase 5 (2005-2008): electronic Single Window operation
- Phase 6 (2008-2010): integrated e-trade solution and paperless trade

Impact and Lessons Learned

The innovation improved the quality of service to importers and exporters, minimized the potential for error and inefficiency, provided intelligent services based on good business process management, reduced time and costs and most importantly, attracted domestic and foreign private investors through greater transparency in trade rules. The changes made resulted in the decongestion of the Port and container terminal and has inculcated a culture of meeting the needs of customers and other port users.

The secure and optimal use of new technologies in information and communication has enabled stakeholders to send or process queries regarding trade procedures from the comfort of their offices.

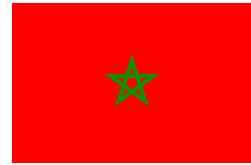
The Single Window initiative has contributed to the modernization of procedures in the administration, in the sense that the organization was equipped with computers and internet connection. Also, a new dynamic was created, based on government functioning, with the introduction of a performance bonus to encourage employees to meet the performance standards set forth.

The main lessons learned from this experience are that the easiest way to reach a broad consensus on the Single Window is a focus on the common benefits that the new system will bring to players, rather than focusing on legal and restructuring of business processes that can be addressed later, once the consensus is acquired. It is essential to involve all stakeholders, especially in the development of an operational framework and outlining stakeholders roles, from the beginning of the project and ensure their unwavering commitment, avoiding defining their commitment through mere attendance of meetings as the buy in would progressively to reduce the difficulties of implementation.

Morocco – 2nd Place Winner

Initiative:

0-paper



Institution:

Group Plan for Retirement Allowance (Régime collectif d'allocation de retraite)

Description

Improving the delivery of pension related services and reducing costs through the creation of paperless on-line system.

Summary

A pension reform, including an online system, eliminating paper and introducing automatic document reading to save time and human resources, was implemented in Morocco. The most significant improvements due to the pension reform are reduced time and costs through elimination of paper: processing a claim within a period of a maximum 5 working days; customizing customer relations through instant access to account information and contact history of the client. The system generates effective reporting of performance in real-time, has resulted in more customer-oriented services and improved management skills due to modern technology.

The Problem

Before the initiative, RCAR faced an increase in demand for services, resulting from an increase in the number of pensioners. At the same time, processes were managed manually to deliver services, creating lengthy waiting periods for services. In addition to significant delays and high costs associated with the manual management, processing of paper records presented an additional challenge of safety of records, with documents getting lost at times. It was also difficult to trace documents and to access archives.

The Solution

The pension reform began with integrating various units that work on disbursement of pensions and incorporating their staff complement into RCAR. Internal processes were analyzed with the aim of upgrading them. Processes were automated, resulting in an electronic document management and workflow.

Impact and Lessons Learned

The benefits of this initiative were measured both quantitatively and qualitatively. During the period 2005 to 2010, the rate of customer satisfaction has improved by 74 % as a result of the provision of online services, with 87% of the customers satisfied

with the services at the end of the period. The paperless process and improved productivity of staff has reduced the average time for processing claims from 15 to 5 days. The initiative has changed the culture at RCAR towards more customer orientation and has also enabled instant access to records by all users.

One of the most significant performances qualitatively is the elimination of paper in the internal and external business through the adoption of advanced technologies. Inclusion of staff and stakeholders in the project has contributed immensely to its success, and a culture of excellence has been established. Employees are now motivated, constantly seeking continuous improvement and striving to do better. Monitoring and evaluation has been improved and RCAR is now able to take corrective action when necessary.

Rwanda – 2nd Place Winner



Initiative:

The use of ICT in improving service delivery in the DGIE

Institution:

Directorate General of Immigration and Emigration (DGIE)

Description

Using ICT to improve the delivery of immigration and emigration services

Summary

The Directorate General of Immigration and Emigration (DGIE) is a public institution of the Republic of Rwanda with the following mandate: a) issuing travel documents to Rwandans, b) issuance of entry visa, resident/work permits, and citizenship to foreigners, c) border management. Prior to the implementation of the ICT initiative, these services were found to be inefficient for the clients and led to unintended negative consequences, such as lengthy waiting periods for documents.

This initiative introduced use of electronic processes in all Directorate General of Immigration and Emigration services, including the issuance of travel documents, entry visa, and resident/work permits. The initiative reduced bureaucracy, administrative costs and waiting period for documents. It has also increased transparency in the process and reduced chances for corruption.

The Problem

In the past, all DGIE services were done manually, which was inconvenient and costly in terms of travel costs, time, and increased security risks associated with mailing important documents. Both processes of issuing passports and visas were long and slow, and required a large number of staff. The inefficient services led some Rwandan people to travel without necessary documents by sneaking through unauthorized crossing points and in the case of foreigners, they would risk traveling without entry visa sometimes being denied boarding planes by ground crew or being returned upon arrival.

These situations often led to corruption, nepotism and influence peddling. The DGIE manual system was a barrier to trade and disincentive to tourism industry, resulting in a loss of revenues for the country. In this regard, electronic service delivery was recommended as a solution.

The Solution

Following the overall Rwandan government's strategy to promote e-government practices and offer efficient and effective services, the ICT initiative made all DGIE

services electronic, including the issuance of travel documents, entry visa, and resident/work permits. This involved the use of the organization's website for disseminating essential information and completing transactions through the electronic self-service tools. Additionally, mobile phones/SMS services are employed for notifying individuals of the status of their applications. The general public and clients can also send complaints or request feedbacks. The initiative successfully removed the uncertainties in acquiring travel document at all levels and reduced and/or eliminated the additional time and costs incurred by clients to access and receive DGIE services. Another noteworthy impact of the initiative has been the cost-cutting in human resources where more than 90% of entry visa can be now processed by one person.

The DGIE initiative was funded by the government and implemented with partnerships with Private Internet Service Providers (ISP), telecommunication companies, Rwanda Information Technology Authority (RITA currently RDB/IT) for network infrastructure, and the International Telecommunication Union (ITU).

Impact and Lessons Learned

The impact of the implementation shows reduced bureaucracy and reduced costs. The waiting period for passports reduced from 30 days to 5 days; time for visa application reduced from 2 weeks to a few minutes online. The electronic processes also enabled tracking of application status online. The number of travelers to Rwanda increased from 30 per day in 2005 to over 200 per day in 2010. The initiative has also reduced opportunities for corruption, which resulted from applicants' efforts to have their applications processed faster.

The key element that made the initiative success was the government policy to promote the use of ICT for the Vision 2020. This enabled the provision of relevant infrastructure and budget support. The change from manual based system to IT based system was challenging at the beginning to both the staff of DGIE and its clients. These issues were resolved through providing basic training on ICT skills to the staff and sensitizing them on the advantages of using ICT in service delivery. The creation of the national migration policy and subsequent establishment of the institution's vision and mission with a focus on electronic based service delivery helped transform attitudes. Furthermore, increased efficiency of services and public awareness campaigns and workshops alleviated the resistance from the clients.

ASIA AND THE PACIFIC**India - 1st Place Winner****Initiative:****Aarogyam****Institution:****District Health Society Uttar Pradesh****Description**

Aarogyam provides healthcare services to citizens at their doorsteps, in Bagpat & JP Nagar district of Uttar Pradesh, with special focus on mothers and children, to promote accessible and equitable service delivery

Summary

In India, Aarogyam's end to end digital health mapping and pregnancy tracking system is unique. Aarogyam caters to both Safe Motherhood and Child Survival Components of Reproductive and Child Health program. Aarogyam focuses on Ante Natal Care (ANC), (PNC), and emphasizes on 100% immunization for ensuring health of children and their mothers. The services use modern ICT techniques for digital health mapping and pregnancy tracking. It therefore, prepares a complete health database with respect to the target group i.e. pregnant/lactating mothers and children in immunization age group.

The Problem

India as a developing country is still facing significant maternal and child deaths with a very slow reduction in child and maternal mortality rate over a period of time. Every year in India 2.4 million children and about 136,000 women die. These numbers represent about one fifth of the global total and only if a dramatic reduction in these futile losses is achieved, can India hope to reach the Millennium Development Goals on maternal and child mortality. The status quo is partly attributable to low coverage of medical services especially in rural areas, marginal involvement of community and stakeholders in health care and suboptimal use of technology for ensuring health care to all. There was a lack of widespread knowledge on obtaining quality healthcare and inadequate delivery of health services to citizens. Mothers and children constitute a significantly large proportion of the country's population that do not receive the required immunizations as well as proper Ante Natal Care and Post Natal Care. The risk complication before, during, and after given birth is high when referring to the case of new mothers and growth, as well as development and survival of infants and children. There was a growing need for families, particularly new mothers, and children to receive medical care including immunizations to boost the survival rate of young children, ante natal care and post natal care.

The Solution

Aarogyam was developed to provide door to door, and technology based health care for families with particular focus on mothers and children. The purpose of creating Aarogyam was to provide a technology based health care delivery program that can substantially lower the mother and child's risk of medical complications, provide one hundred percent of the immunizations needed for children ages 0-5, track each pregnancy with the help of a technology based monitoring system, and complete ANC/PNC care including early registration of pregnancy, 3 ANC, Terrific Twosome mothers, institutional delivery, promotion of Janani Suraksha Yojana (JSY) etc. The program was implemented in three phases which included a base line study which was a comprehensive baseline survey of district with respect to family health indicators like age, gender, class, parity, immunization details of children, database of pregnant mothers and their expected date of deliveries (EDD), and their phone numbers was conducted, with interdepartmental coordination especially Health and ICDS Department. The survey captures village wise database encompassing all crucial determinants of health.

The implementation phase which uses information forms the master database, that is fed into a customized software and linked to the Interactive Voice Response System (IVRS) that is easy to use, and has ease of access, as well as Hindi characters for wider usage. The project uses ICT and mobile phones as a tool to generate telephone calls and sms to the families of target group on/before the due dates of immunization schedule. Aarogyam, has inbuilt measures of sustainability by creating an automated system that has to be regularly updated after immunizations

Impact and Lessons Learned

A key lesson is in implementing this project was that delegation of powers and clarification of roles to key stakeholders is critical for them to play a pivotal role in effective execution of the scheme. It is essential for projects to take a participatory approach in order to increase the success of a project as ownership increased people's commitment to implementation. Another lesson learned was that in-built feedback mechanisms, concurrent evaluation supported by a series of audit trails are essential and should be inherent in any system or project. The project also yielded results that showed the importance of vernacular languages and user friendly technology are critical to ensure success of any initiative with a citizen interface.

India - 2nd Place Winner

Initiative:

MP Public Service Delivery Act 2010

Institution:

Public Service Delivery Management, Government of Madhya Pradesh



Description

Improving public service delivery through a strengthened regulatory framework and grievance mechanism for citizens

Summary

Madhya Pradesh is the second largest state in terms of geographical area and sixth largest state by population in India. The population of Madhya Pradesh is 72.59 million (2011 census) and more than 75% of state population resides in villages whose main occupation is agriculture. The problems of inefficiency plagued State's delivery of services to the public. In response, the MP Public Service Delivery Act 2010 put citizens in the center by strengthening the accountability and delivery framework of the public services.

The Problem

The foremost challenge for Madhya Pradesh is the delivery of effective and efficient services to its citizens. Notwithstanding various initiatives of the Government, such as the Citizen's Charter, the general public rarely received services from the responsible government officials within an acceptable timeframe. The problem is more acute in rural areas and women, in particular, are greatly affected. In addition, there are limited regulatory and accountability procedures in place to hold the functionaries responsible for inadequate delivery of essential services to the public. This is exacerbated by the inability of the citizens to assert their concerns and their overall lack of knowledge on government procedures.

The Solution

"Madhya Pradesh Lok Sevaon ke pradan ki Guarantee Adhiniyam 2010" (Madhya Pradesh Guarantee of Public Service Delivery Act, 2010) passed in August 2010 and has been implemented since 25th September of 2010. This landmark legislation granted rights to eligible citizens to obtain notified services within stipulated timeframe from designated public officers. In actual implementation, it is made mandatory that every applicant gets a receipt of the application for a notified service, indicating the date by which the service will be delivered by the designated public officials. In cases where such officers fail to provide the service by the specified date,

the citizen is presented with a two-tier grievance redress mechanisms, first appeal and second appeal. The legislation imposes relevant penalties to errant officials and provides compensations to the aggrieved citizen. The main benefits of the initiatives are 1) Increase in accountability of Government officials in delivering the services to the citizens; 2) Assured time bound delivery of the service; 3) Increased transparency by the use of ICT; and 4) enhancement of Government credibility and empowerment of citizens.

This new act made it compulsory to give notification in the form of a receipt to citizens indicating the time frame until delivery of the requested service. A grievance system was put in place for citizens to submit their complaints upon failure to provide the services, penalties were imposed on officials who failed to deliver services and compensation to applicants who are wrongfully denied the service.

Impact and Lessons Learned

Approximately 75% of the beneficiaries reported that they received the service within or before stipulated time. Only 10% of the beneficiaries reported that they received the service after the stipulated period. Through this initiative, the Government has achieved an increase of public faith in Government policies, services and employees, and greatly improved governance and service delivery.

The key lessons drawn from implementing the initiative and producing successful outcome include, getting unrelenting commitment and active participation of the lead decision-makers and having a comprehensive implementation plan as the enactment of the legislation is the initial step. Moreover, following a citizen centric processes, carrying out capacity building activities for public officials through trainings and equipping them with appropriate technological tools, and educating the public on their newly acquired rights are essential to reaching intended impact. Finally, the State government should be ready at various stages of implementation to locate, recognize and admit shortcomings and make necessary decisions to overcome such obstacles. Thus, constant monitoring and establishing an effective feedback system is critical for successful adoption of the initiative.

Singapore – 2nd Place Winner



Initiative:

Helping to Empower Litigants-in-Person – The Subordinate Courts HELP Centre

Institution:

The Subordinate Courts of Singapore

Description

Providing legal representation to disadvantaged groups through a HELP Centre

Summary

More than 95% of all criminal, civil, family, and juvenile cases in Singapore are heard before the District Courts and Magistrate's Courts of the Subordinate Courts of Singapore. Singapore has limited legal aid scheme for accused persons who cannot afford legal representation. The majority of litigants do not qualify for legal aid and cannot afford the representation of lawyers. Hence large numbers of indigent litigants in the court proceedings are self-represented. For instance, in 2010, about 80% of divorce cases, 100% of respondents in maintenance and family violence cases and 41% of persons accused with serious crimes involved defendants without legal representation. The HELP (Helping to Empower Litigants-in-Person) Centre provides free legal assistance to those who are in need to ensure that members in this significant group are able to present their case, know their legal rights, follow proceedings and understand judicial rulings in their cases.

The Problem

When an unrepresented litigant faces a legally represented litigant there is an apparent imbalance of power during the proceedings. Without legal assistance being given, this group is at a significant disadvantage and would be deprived of effective and quality access to justice. Because of the Litigant-In-Person (LIP)'s inability to fully understand and participate in court proceedings, due to only having limited schooling, his or her case may be undermined from the start. Since they do not qualify for state-funded legal aid and cannot afford legal representation, there is a large group of litigants and accused persons who traverse the complicated legal and judicial system without legal representation.

These issues created further challenges for the judges, court administrators, prosecutors and lawyers alike when dealing with cases involving such LIPs. Especially for the judges, they had to explain often alien and complicated rules of the court and legal principles to the LIPs whilst maintaining impartiality and fairness to all parties in

the proceedings. These concerns culminated in questions over the quality and equal access to justice, and a solution had to be found to empower the LIPs.

The Solution

The HELP (Helping to Empower Litigants-in-Person) Centre assists LIPs in the conduct of their cases by providing them with basic information on court processes, procedures and practices. With the establishment of the HELP Centre, LIPs are now able to receive basic information about the respective justice processes and early advice on whether it is feasible to pursue or defend a case.

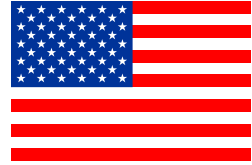
There are two HELP Centre locations, each catering to different litigant profiles with distinct needs. The main Subordinate Courts location deals with criminal and civil cases and the Family and Juvenile Court location deals with family matters. In addition to providing services through computer terminals and other resources in various languages with the assistance of well-trained staff, it offers pro bono legal advice from its many partners, including the Law Society of Singapore, the Association of Criminal Lawyers of Singapore, etc. All services offered at the HELP Centre locations are provided free of charge, ensuring that the initiative remains true to its original purpose of improving access to justice.

Impact and Lessons Learned

Since its inauguration in February 2010, nearly 6,000 court users have engaged the services of the HELP Centre, out of which 50% (ie 3,003 enquires) relate to family and divorce matters, 30% (ie 1,773 enquiries) relate to civil matters, and 20% (ie 1,221 enquiries) relate to criminal cases and magistrate's complaints.

Supplementary to strong leadership and a clear vision, one of the key elements which has made the HELP Centre a success is the support from all the key stakeholders of the justice and legal eco-system, from the lawyers to other public and non-profit agencies. Without the backing, cooperation and assistance of the legal fraternity and other stakeholders, the initiative would not have been successful and sustainable in the long-run in effectively addressing the needs of the LIPs.

EUROPE AND NORTH AMERICA

United States of America - 1st Place Winner**Initiative:**

NYC311

Institution:

City of New York 311 Customer Service Center

Description

Providing the public with quick and easy access to all New York City's non-emergency government services and information while maintaining the highest level of customer service

Summary

311 was started in the United States to help agencies improve service delivery by allowing them to focus on their core missions and manage their workload efficiently. New York City's 311 System greatly enhanced access to information and streamlined the responses to complaints and service requests to achieve faster and more efficient service delivery. Policies were simplified and expressed in plain language to facilitate understanding among citizens, in particular on how the policies impact them. The initiative also provides insight into ways of improving city government through accurate, consistent measurement and analysis of service delivery citywide. Access to government services for New York City constituents was greatly enhanced by the introduction of the 311 customer service operation in 2003, with over 135 million calls received since inception.

The Problem

Starting with the economic crisis in late 2008, demand on the 311 system increased by 38% while budget pressures required a 25% reduction in staffing. In addition to call volume increasing the nature of customer inquiries expanded, resulting in an increase in call duration time of 30% for the same period. The call center method of service delivery quickly became an unsustainable model, with the volume and complexity of demand increasing while call-taker resources were reduced to achieve budget targets. As a result, the City's primary means of serving its constituents was in peril. At a time when New York City residents and businesses needed greater access to government services, the primary means of access had become more difficult. Further, as New York City agencies and departments faced increased budget pressures their need for data to better understand the changing customer demand grew substantially. Through the use of business-intelligence tools the evaluation of cus-

tomers inquiry data and behavioural trends were mapped. The result of this research was the demand for city government information and services outpaced supply. Information regarding business and consumer information, education, environment, government, health and human services, housing and building, public safety, sanitation, and transportation were found to be inadequate. As the City adopted a “do more with less” approach, the 311 operation needed to quickly improve and expand delivery of service through alternate means and methods. It had to do this with minimal investment funding, an on-going daily demand for better, faster, and deeper service support, and maintain the quality standards associated with the 311 brand.

The Solution

The solution was to create and expand self-service options for service delivery that leveraged lower-costs channels to expand distribution and simplify the substance of the information. This was done through a three-step approach which called for a refocusing of information needed for New York residents, invoking a “plain language standard”, and the establishment of alternate methods of distributing information. The relevance of information being provided for citizens is constantly changing therefore, 311 has had to revise the material being consolidated for citizens consumption. This was done so that the service initiative would be provide a more valuable contribution enhancing the overall quality of life for residents of New York City. There was also a need for simplification of policy so that all citizens could clearly understand how rules, regulations, and laws impact them directly. This simplification of policy was deemed necessary to clarify and providing explanations regarding relevance of specific policies.

The 311 content team revised 4,000 distinct pieces of content and converted that information to a level consumable and understandable online or via social media, minus the assistance of phone operators.

Impact and Lessons Learned

Alternative methods of information dispersal have greatly reduced operation costs to a more reasonable figure and has increased the number of citizens accessing the information, making it easier for them to make a complaint, submit service requests and get results, as well as acquire accurate information they need to make important day to day decisions. Access to government services for New York City constituents was greatly enhanced by the introduction of the 311 customer service operation in 2003, with over 135 million calls received since inception.

The initiative offered unexpected and valuable lessons. Given the lack of available financial support the bulk of the effort relied on human resources. The commitment of the staff was indispensable as employees carried out research and analysis beyond working hours and without additional compensation. A committed and dedicated work force is thus a vital element of success.

Spain - 2nd Place Winner

Initiative:

Public Service Electronic Access for Citizens



Institution:

General Directorate for Administrative Modernization, Procedures and Promotion of E-Government

Description:

Creating electronic access for citizens to public services

Summary

Spain experienced a multi-level reform in public administration by offering public services via an electronic network. The passing of a law in 2007 giving the right to citizens to have electronic access to public services set into motion a series of nation-wide enhancements.

The initiative has streamlined public service delivery, reducing red tape and administrative burdens on firms and citizens. Almost 90% of administrative procedures are available online, and 27 million identification cards have been issued. The various plans implemented and actions taken have led to cost savings of more than 3,000 million Euros in the 20 most requested services, and 4,320 million (June 2008 to December 2010) for all state services. The initiative has increased the use of online services, thus reducing the time for citizens to access services. Surveys have documented increased citizen satisfaction with online service delivery.

The Problem

For many years, e-Government in Spain has had an uneven and heterogeneous development. On one side, some agencies were heavily technological, offering online services, while others – the majority – had weak technology and thus, poor online services were provided to citizens.

In 2006, a number of agencies and departments of the Administration had functioning robust online services, but they were poorly understood by the public. Since there was little social and citizen use, there was no incentive for other administrative units to put their services online, causing a deadlock. The challenges were many: on the one hand, it was necessary to adopt the legal support for e-Government initiatives; to create the infrastructure and basic e-services that could be used as the foundation for sectorial initiatives; and to train public servants in the new electronic environment, changing the culture of the administrative organization. On the other hand, it was necessary to inform the public and to promote the existence and advantages of the

use of electronic public service. Furthermore, there was the challenge of coordinating these actions between the General Administration of the State and the regional administrations for them to be useful and efficient.

The Solution

The General Directorate for Administrative Modernization, Procedures and Promotion of E-Government embarked on a project to transform its processes and the channels of providing public services, from a “paper culture” to a new scenario in which both operations and transactions were mainly conducted electronically. The main goal of the project was to enable and ensure electronic access of citizens to all public services and achieve service quality levels similar to those in the private sector.

This project, which included the adoption of a law giving the right to citizens to have electronic access to public services, sought to benefit both citizens and employers in their relations with the public administration. Project conceptualization and planning took place from 2006 – 2008 and implementation effectively started in 2009. Almost 90% of administrative procedures are available online.

The initiative has increased the use of online services, thus reducing the time for citizens to access services. For instance, in 2011, 49.7 percent of total tax returns filed income (9.5 million) were processed by electronic means (Internet, telephone or SMS), which implies a growth of 15 % compared to 2010.

Impact and Lessons Learned

The initiative has streamlined public service delivery, reducing red tape and administrative burdens on firms and citizens. The various plans implemented and actions taken have led to significant cost savings across different services. The initiative has increased the use of online services, thus reducing the time for citizens to access services.

There were multiple lessons learned: (i) to have basic infrastructure usable by all agencies and departments in the Administration is a key factor as it leads to significant economic savings; (ii) greater use leads to more satisfaction: the use of e-government has significantly increased in recent years, both directly by citizens and businesses, and indirectly through intermediaries (administrative managers, tax consultants, customs brokers, social partners, etc.); (iii) it is important to pace the roll out of e-services and ensure that they are demand driven.

LATIN AMERICA AND THE CARIBBEAN

Dominican Republic- 1st Place Winner**Initiative:**

Institutional Transformation

Institution:

Essential Drug Program/Logistic Support Central (PROMESE/CAL)

Description

Serving the most vulnerable sectors of the Dominican population, providing quality and low cost medicines, medical supplies and laboratory reagents to users of the National Public Health System.

Summary

In order to improve pharmaceutical and health services throughout the Dominican Republic, the Essential Drug Program/Logistic Support Central (PROMESE/CAL) completely renovated their system of pharmacies, creating a network of People's Pharmacies. The new pharmacies not only offered more variety and better quality products, they also implemented social programs targeting health problems affecting the country's most vulnerable populations.

The Problem

In August 2004, new management of the Essential Drug Program/Logistic Support Central (PROMESE/CAL) found many of the drugstores, or "Boticas Populares", through which the program dispensed its products, in poor condition. The Boticas were racked with problems, including:

- Unsatisfactory and unorganized facilities (and no criteria for selection of facilities)
- Failure to follow good storage practices of products
- Lack of technical training for employees to properly dispense drugs (and resulting lack of appropriate guidance to customers on use and dosage)
- High prices of products due to not using economies of scale and employees often selling overpriced products due to lack of control in management
- Outdated catalog of products, offering only 69 products that did not meet the needs of the user population
- Limited hours of operation
- Lack of easy access for the disabled
- No department or protocol for monitoring or quality control

- Poor public perception and distrust in products and services
- No satisfactory methods to obtain information on the views and feedback from users to specify their needs and expectations

The Solution

In order to rectify these problems, PROMESE/CAL embarked on a journey of institutional transformation. Complying with the Ministry of Public Health pharmacy regulations, they enabled and expanded a new system of People’s Pharmacies (“Farmacias del Pueblo”), standardizing easy access and adequate space for customer service. Additionally, the People’s Pharmacies expanded their catalog of products. Through the application of Public Procurement and Contracting laws, it was institutionalized that 90% of these medicines and medical supplies be purchased through competitive bidding, thus creating economies of scale and public expenditure savings.

Impact and Lessons Learned

Through these improvements, PROMESE/CAL achieved the greatest impact on the population of a Latin American country by a public network of pharmaceutical services, providing 433 People’s Pharmacies for 9,378,819 inhabitants. The institutional transformation also included the creation of new social programs aimed at patients without coverage for conditions such as cancer (for women and children, mental health issues, premature birth, chronic kidney disease, enteral and parenteral feeding, diabetes, and glaucoma).

A thorough analysis of strengths, weaknesses and opportunities is important in increasing the quality of services. Continuous training of all collaborators and continuous process evaluation and improvement are important elements of success.

Mexico - 2nd Place Winner



Initiative:

Financial Inclusion Project

Institution:

National Savings and Financial Services (Banco del Ahorro Nacional y Servicios Financieros S.N.C.)

Description:

Creating access to financial services to disadvantaged groups

Summary

BANSEFI implemented an innovative mechanism for financial inclusion of the deprived by providing access to banks and educational programs and providing training on how to save and invest, particularly to people in rural areas. A new card with a microchip and fingerprint mechanism was created, enabling people to have safe access to financial services, such as bank accounts, deposits, and payments of services. Branches of the BANSEFI were established in 1,570 out of the total 1,649 municipalities (95%). As a result, the initiative cut costs by 88% and the waiting time for financial services was reduced by 87%. A survey conducted on the microchip system revealed that 98% of the respondents were more satisfied with the new procedures; 6.5 million Mexicans living in deprivation now have a bank account; there is a better financial culture; and the flow of cash remains in the community, allowing for more local development.

The Problem

Statistics on financial inclusion indicate that half of the world's population does not have financial services, and this percentage is even higher in Latin America, a region where 65 per cent of adults are unbanked. Of the 2,456 Mexican municipalities, only 796 had commercial banking presence, meaning that almost 70 % of the country's municipalities lacked the presence of commercial banks.

Access to financial services is crucial to promote economic growth, encourage savings and face negative income shocks.

BANSEFI is a bank of the Mexican Federal Government that promotes savings, financing and investment, and financial inclusion through its 494 branches located throughout the country. Half of the users of BANSEFI services are beneficiaries (around 3 million families) of Oportunidades, a Human Development Program of the Federal Government that aims to deliver financial support, bimonthly, to families in poverty to meet their financial responsibilities for school and medical care. Most of

these families live in rural areas of the country with little or no financial penetration, and BANSEFI previously went to these communities to deliver, in cash, the Federal Government support (\$ 1,500 pesos on average every two months).

A typical delivery consisted in meeting several communities' beneficiaries in a central point where staff from BANSEFI and Oportunidades were accompanied by security. Families would get up early in the morning, take the older kids to school and bring the smaller ones with them. The head of the program, usually the mother of the family, would miss work (therefore her correspondent daily income), spend around \$ 40 pesos for transportation and food for herself and the children that were accompanying her, and stay for around 4 hours in a line in order to receive the support. After finally receiving the cash, she would spend a significant portion of it in street markets that were established outside of delivery points, which offered products at high prices. In other cases, these women returned at night to their communities, becoming targets for criminals.

The Solution

The Financial Inclusion Project has proven to have effective and efficient results to the Federal Government, account holders and their communities. From the 1,649 municipalities in the country without the presence of commercial banks, BANSEFI is present in 1,570 of them (95 per cent) through its own branches, savings banks or point of sales terminals.

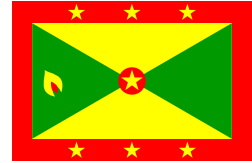
The initiative included the installation of correspondent banks, which are BANSEFI windows where citizens can perform certain operations such as balance inquiries, deposits, withdrawals and payment of services. The scheme of correspondent banks is an efficient alternative in order to offer more financial services at a lower cost than installing a branch. The project provided banking infrastructure through networks contracted by BANSEFI in those localities that had no commercial banking presence. The second strategy was aimed at providing financial education to raise awareness on the necessity of bank accounts. A specific product for the beneficiaries of social programs was designed.

Impact and Lessons Learned

The initiative allowed approximately 6.5 million families especially in rural areas, to have access to a bank account and its inherent benefits, such as having a safe place in which to save their money as well as to receive deposits from the friends and family. In a year and a half the initiative provided banking services in municipalities and localities through nearly 12,000 point of sales terminals, to families that otherwise would not have access to these services until today, as they are not considered profitable by commercial banks.

The experience acquired during the implementation of this project has demonstrated that: (i) people in poverty save money through informal mechanisms; (ii) people in poverty seek safer alternatives to save their money; (iii) the money that stays in the community favors its development; (iv) it is possible to bring profitable financial services to rural communities; and (v) it is possible to converge to various government institutions and to create synergies for the implementation of financial services. Furthermore, it was learned that the non-utilization of financial services is due in most cases to the non-existence of nearby establishments that offer reliable financial services and lack of financial literacy among the population.

Grenada - 2nd Place Winner



Initiative:

Improve the efficiency of passport issuance

Institution:

Immigration and Passport Department

Description:

Computerizing the issuance of passports for faster service delivery

Summary

In the past, people had to wait for fourteen working days and travel from where they reside to that central location to obtain a passport. After new system developed by the Immigration and Passport Department of Grenada came out, the amount of waiting time has shifted from fourteen working days to three days. Moreover, three outreach offices have established in Grenville, Gouyave, and sister island of Carriacou. The operation produces a far higher volume of passport booklets in times relative to what happened previously, thus reducing waiting time for persons accessing the service.

The Problem

The amount of waiting time to obtain a passport was fourteen working days (Three weeks).The issuance of passports was centralized and each applicant had to travel from their town of residence to the central location in order to apply for a passport. Records were not computerized, making it a very difficult and time consuming to access. Passports were hand written thus making them prone to incidences of fraud and identity theft.

The Solution

Three outreach offices were established in Grenville, Gouyave and sister island of Carriacou to provide solutions to a slow passport service. Processes are in place to ensure that departmental facilities and equipment are adequate for the provision of effective and efficient services. A computerized passport program and border control system was introduced, making Grenada to be the first country in the Eastern Caribbean to produce Machine Readable Passports. Invariably the operation produces a far higher volume of passport booklets in times relative to what happened previously, thus reducing waiting time for persons accessing the service.

The department suggestion box which is a tool used to obtain information regarding customers' needs and expectations were critical indicators for improvement. Each officer is subjected to daily briefing to ensure accountability and effectiveness in the

execution of duties. Informal customer interviews have been held with stakeholders (Tourism industry, Government ministries and departments, NGO's and others) and they have proven to be a useful tool for discovering the customers' awareness of the services provided, their expectations, level of satisfaction and suggestions of how things can be done differently.

Impact and Lessons Learned

The initiative significantly decreased the time needed to apply and obtain a new passport, from fourteen working days to three working days. The volume of passports produced increased and security was enhanced. The new system has thus improved the efficiency of the service greatly. As a result, Grenada is the country that offers the quickest service in this respect within the Caribbean.

The success of the Immigration and Passport office has been used by the Department of Public Administration (DPA) as a shining example of the reform initiatives within the Grenada Public Service.

WESTERN ASIA

Lebanon - 1st Place Winner



Initiative:

Simplify Procedures and Improve Services

Institution:

Cooperative of Government employees

Description

Automating the delivery of medical and social compensation system to public employees.

Summary

In Lebanon, the Cooperative of Government Employees oversees the delivery of social and health compensation and benefits to government employees. The initiative replaced outdated paper-based and lengthy procedures with a fully automated system that allowed faster processing of applications, better oversight of the Cooperative’s work, and much needed ease and simplicity for the 300,000 citizens who benefit from these services. The agency was modernized and equipped to follow the criteria of a system based on good governance, fast and reliable service delivery, fighting corruption and squandering, achieving administrative decentralization, and eliminating bureaucratic boundaries and routine procedures.

The Problem

Applications were all paper-based and time consuming, which significantly delayed the delivery of services to the beneficiaries. Health compensations, for example, needed an average of 6 months to be processed; all of which negatively affected the relationship between the Cooperative and its beneficiaries and, subsequently, their trust in it. Communication and coordination between the central agency and regional offices was poor and inefficient; and the complete absence of automatization weakened the oversight on financial and administrative matters. Employees at the Cooperative lacked substantial training and were unable to fight fraudulent applications and claims. In addition, follow-ups and status-check actions were hard to implement. Beneficiaries had to pay 25% of the price of medications for cancer and incurable illnesses, and immediate family members had to pay 50%; which was a significant amount of money considering the high price of such treatments. The importance of preventive medicine and care was usually ignored.

The Solution

The Cooperative of Government Employees utilized the system MSCS-COOP to modernize the financial, medical, and social branches of the agency. This initiative showed positive outcomes and progress in the following areas:

- The automatization of all procedures greatly reduced the time needed for delivery

of services and compensations to the beneficiaries. For example, the proof of membership was delivered to the beneficiaries no less than 1 week. Using the new system, it can now be delivered within 1 minute. Medical compensations which required 6 to 8 months to be refunded can be delivered now within 4 to 6 weeks. Hospitals were reimbursed at least 1 and a half years after a patient was admitted, are now being paid within 3 to 6 months. This big reduction in time greatly improved the trust and relationship between the Cooperative and the citizens who use its services.

- Manual work had a lot of mistakes and inaccuracies which are now corrected by the system.
- The new system allowed the agency to conduct more accurate and reliable data surveys and polls.
- A website was created allowing beneficiaries to follow up on their applications, which can now be submitted via mail, making it unnecessary to be physically present at the agency; hence reducing time consumption.
- A better distribution of the offices within the agency was implemented (nurses, doctors, and pharmacies who deal with customers are all on the same floor now) making it easier for the beneficiaries, especially the elderly, to receive services without having to move between different floors of the building.
- The review of complaints and grievances was ameliorated to deliver better quality services to the beneficiaries.
- The application was enhanced to allow a faster and easier refund process
- Preventive medicine is being promoted by eliminating the need for prior approval and authorization.

The Cooperative of Government Employees strived to adopt a more humane approach to its service delivery as the beneficiaries have the right to full respect and dignity when applying for medical or social compensation, which they are entitled to under the law as public servants. Employees at the Cooperative are undergoing continuous training to ensure their work is as efficient and productive as possible.

Impact and Lessons Learned

Corruption has been reduced significantly and time management has been improved. The foundations for the sustainability and transferability of this initiative have been established through human, technical, and financial resources, allowing it to be duplicated in other government agencies such as the Ministry of Health, the Social Security Agency, the Directorate of General Security.

An open door policy for employees to express opinions and suggestions is important as well as investments in continuous training of employees. The cooperation between different ministries, government agencies, and the private sector was a key element in the success and implementation of this initiative; as well as the belief in modernizing and developing the public sector and service delivery by the government to its citizens.

Egypt - 2nd Place Winner

Initiative:

Egypt Elections

Institution:

Ministry of State for Administrative Development



Description

This initiative aims to improve the delivery of services and access while also promoting equity, increasing efficiency, providing high-quality service delivery, and transforming administration.

Summary

The election system in Egypt (until the 2010 elections) was mismanaged, leading to a lack of stable democracy. Because the electoral system in any country is the main pillar of democracy and a tool to help political decision-making, it was necessary to re-evaluate the entire system. The government has begun issuing amendments to the law on political rights, including the following important changes:

- Elections through the usage of the national ID card.
- Identifying the electoral district of voters according to the place of residence on the national ID card.
- Enabling Egyptians living abroad to vote (on the condition that they possess a national identity card)

The Problem

The election system in Egypt (until the 2010 elections) was mismanaged, which led to lack of transparency and the compromising of democratic principles. The electoral system for both the legislative and the executive contributed to widespread corruption, vote-buying, fraud, and low voter turn-out and participation in the electoral process. The key factors aggravating the major electoral problems over the past half century include:

1. Identifying the electoral district of every citizen: Before the reform, citizens were allowed to register according to a variety of choices, such as place of resident, place of birth, or place of work. This led many business owners running for elections to compel their employees to register according to place of work, while also influencing their votes. This system also encouraged tribal affiliations for some citizens, as many voters voted according to their original birthplace in the villages and countryside.

2. The rules and mechanisms of casting votes: Before the reform, forgery and low electoral participation were prevalent. Citizens were able to vote via an electoral card obtained from the police department. The cards did not display the citizen's image, which made it hard to assure the identity of the person during elections.
3. Egyptians living abroad were not allowed to cast their votes: Before the reform, measures were in place to prevent certain groups from participating in elections. Egyptian citizens residing outside the country were not allowed to participate in presidential or parliamentary elections or referenda. The number of citizens registered with Egyptian embassies and consulates worldwide is around 1.5 million; however there are no accurate figures and this number is estimated at 6 million.
4. Over 40 million citizens were registered in the 54 years from 1956 to 2010, and those records had not been revised to account for duplications, people who had died, and individuals who were not allowed to vote.

All of these factors led to an imbalance in the voting process that resulted in weak voter turnout and participation. In addition, it was easy to influence votes through mechanisms such as vote-buying. Hence there was a need to reconsider the electoral system as a whole, both on the legislative and the executive level, and it became necessary to use information technology in order to help ensure free and fair elections.

The Solution

A working group of the Ministry of State for Administrative Development began the project, which is based on the following four main points:

1. Build and update the electoral databases to include Egypt's roughly 50 million eligible voters using the national ID database.
2. Provide information in an accessible manner to all parties in the electoral process free of charge or at low cost. The information is accessed in the database under the citizen voters.
3. Develop and implement mechanisms to enable Egyptians living abroad to cast their votes while maintaining the secrecy of the vote. This is the first time in Egypt that nationals living abroad are given the right to vote and participate in the democratic process (355 569 152 voters living abroad have been registered).
4. Launch awareness campaigns about the election through various channels, such as the internet, TV and several short films, in order to explain specific information about the electoral process and increase participation.

Impact and Lessons Learned

- The importance of political support
- The beneficial uses of IT culture to enhance citizen desire to participate in the electoral process.
- The importance of adhering to timetables and plans as well making adequate preparations for the electoral process
- The importance of the desire to succeed and achieve democratic transformation
- More in-depth look at the available databases and information sources in order to take advantage of them for other purposes
- Documenting the initiative, steps implemented and instructions in order to re-apply them in future elections
- Good coordination with all parties involved in the process and implementing the project

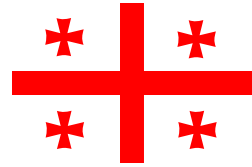
Georgia - 2nd Place Winner

Initiative:

Public Service Hall

Institution:

Ministry of Justice



Description:

Reforming public service delivery through one-stop-shop technology service platforms

Summary

Improving efficiency in the public sector has long been identified as one of the top priorities of the Government of Georgia (GoG). The public service was characterized by slow service delivery and rampant corruption. A One-Stop-Shop with a technology platform built over a unified database was implemented in the public service system in Georgia to eliminate the need to fill out multiple government forms by citizens and to streamline services, resulting in less time and resources for service provision. Public Service Halls (PSH) were set up in the country with combined structural units, delivering more than 250 services to citizens. In addition, agreements were made with MOF Service Agency and Revenue Service of Georgia in order to include their services.

The Problem

Bureaucracy and corruption were common characteristics of the public service in Georgia. Citizens had to visit multiple offices to access services, incurring high costs and a lot of time in the process on acquiring services. It was not uncommon to have longer waits for services if one did not pay a bribe to public officials. For instance, in case of passport issuance, citizen was obliged to pay more than 100 USD as a bribe and submit more than 10 types of documents in order to receive a passport. As for the property registration, 20 types of documents from various governmental structures and up to 300 USD were needed. The public service also had low morale, with officials having very minimal IT support.

The Solution

Before the establishment of PSH, the Ministry of Justice (MoJ) made dramatic changes in public service delivery process and established One-Stop-Shop principle in all its structural units who were delivering public services. However, it was obvious that such type of service delivery was not enough for rapid changes in the public service efficiency. Hence, it was decided to go further and make much more simpli-

fication of service delivery process and make it more customers oriented. A One-Stop-Shop with a technology platform built over a unified database was implemented in the public service system in Georgia to eliminate the need to fill out multiple government forms by citizens and to streamline services, resulting in less time and resources for service provision. Public Service Halls (PSH) were set up in the country with combined structural units, delivering more than 250 services to citizens. In addition, agreements were made with MOF Service Agency and Revenue Service of Georgia in order to include their services.

Performance of the PSH is measured quantitatively on a daily basis, by a special queue electronic monitoring system (i.e. average customer waiting time is 0.48 min; average service delivery time is 6 min) and qualitatively, by a special service quality management tools, such internal monitoring groups (weekly visits per branch), by actively conducting mystery shopper (twice a year in each branch) research, and customer satisfaction survey (once a year in each branch). In addition a special Quality Committee has also been established consisting MoJ departments, MoJ structural units, HR staff, Marketing division team, PSH branch managers and internal monitors aiming to monitor branch's efficiency and timely solve all possible obstacles and difficulties that might appear at PSH.

Impact and Lessons Learned

The initiative of the reforms in the public service has resulted in satisfaction with the procedures of official issuances of documents among 92% of citizens. 78% of citizens think that corruption levels decreased significantly in the last 3 years; and, there is an enhanced credibility and increased public trust towards the government. In the sense of successful elements of the initiative, it seeks to protect customers' rights and enhance the relationship between the public service providers and the citizens.

This has dramatically affected the Georgian citizens and the government structures alike by providing safe, less time and resource consuming service. Comparing to previous experience, consumers can now submit the applications without dozens of required documents. Creation of Public Service Hall, so called "Georgian Innovation", helped Ministry's policy makers to see citizens as customers and perceived the benefits of applying marketing tools and strategic marketing planning in order to 'sell' policies to citizens. PSH combined all its structural units delivering more than 250 services to citizens.

More importantly, the initiative has increased trust between the Community and the Government. Improved service delivery has resulted in a better standard of governance and credibility. Additionally, delegations from over 50 countries have explored ways to adapt the model as it has shown to be successful and sustainable.



2012 Category 3

Fostering participation in public policy-making decisions through innovative mechanisms

Region	Country	Initiative	Description	Pg
Asia & the Pacific	Thailand	<i>Integrated Drought Prevention and Mitigation: The Mae Yom Operation and Maintenance Office</i>	The name of the institution that started this project that acquired such wide recognition is called Royal Irrigation Department. The initiative, integrated drought prevention and mitigation. It calls for participation from all stakeholders and related public agencies.	168
	Australia	<i>South Australia's Strategic Plan Community Engagement</i>	Engaging citizens into strategic planning	170
	The Republic of Korea	<i>Youth Participation Committees</i>	Increasing the participation of youth into policy-making	172
Europe & North America	Spain	<i>Housing – all opinions matter</i>	Promoting the participation of the Basque community for the enrichment of housing legislation and strategy.	174
	Canada	<i>Metro Vancouver's Public Outreach and Engagement Program</i>	Engaging citizens into finding solutions for public transportation problems	176
	Slovenia	<i>IT-supported procedure for drafting legislation (ITDL)</i>	Using ICT for drafting and adopting legislation and including contributions by the public for greater transparency	179
Latin America & the Caribbean	Brazil	<i>Participatory Regional Seminars</i>	Engaging civil society in regional seminars as a mechanism for the development of strategic State Government plans with regional and citizen-centric focus.	181



Thailand



Australia



Rep. of Korea



Spain



Canada



Slovenia



Brazil

ASIA AND THE PACIFIC

Thailand - 1st Place Winner

Initiative:

Integrated Drought Prevention and Mitigation: The Mae Yom Operation and Maintenance Office

Institution:

Royal Irrigation Department

Description

Facilitation of community-based management and participation of farmers and other stakeholders in water management to integrate drought prevention and mitigation efforts

Summary

In 2005, drought and water shortages affecting agricultural productivity was addressed by implementing a participatory irrigation management model by arranging a series of community meetings to brainstorm and listen to farmers' recommendations. Geographical Information Systems (GIS) and other technologies were used to improve community understanding and make the decisions more fair and efficient. Farmers, moreover, cooperatively monitored work procedures with related public agencies, thus promoting transparency. As a result, the initiative increased transparency in water management and facilitated water delivery to farmers in a fair and equitable manner, thus decreasing water complaints from farmers. Additionally, the initiative helped farmers to extend their dry-season agricultural areas from 12,846 acres in 1993 to 36,364 acres in 2010, generating agricultural income from US\$5.1 million to US\$18.4 million. As a result, the seasonal migration of local farmers in the areas was greatly reduced.

Problem

During the rainy season there is a common occurrence of flash floods. There was no reservoir in the upstream area of the Mae Yom River and the water would overflow its banks and run downstream since there was no place for the water to go. During the dry season there would be wide spread drought devastating the agricultural way of life. The main problem is that there is always a shortage of water. The dry season runoff can only supply water for agriculture of 6,917 acres. The shortage of water has brought about disputes among the local farmers. The water requirement is woefully inadequate for dry season farming of 36,364 acres. Since the amount of water diminishes drastically during the dry season farmers cannot earn a living.

Solution

The farmers of the Muang District campaigned for a change because they were not able to make a living and were getting more frustrated at the situation they were facing. One

solution posed was to tap a nearby water source, which entailed pumping water from the Mae Yom River as well as the Maeli Stream, to fill irrigation canals for local farmers that were suffering from lack of water to farm. Farmers saw this as an opportunity to alleviate the devastating effects of wide spread water shortage. The farmers were able to accomplish this task with the help of the Mae Yom Operation and Maintenance Office installing two pumping stations to pump water from the rivers into the irrigation system. Another step that was taken to help the suffering farmers was the provision of budget to assist in the mitigation of the water shortage. Brainstorming from Providential Government officers, Public Irrigation Staff, and water users from five districts decided to set up a dike. The outcome was a united effort to plan and allocate water in a fair and transparent manner; giving rise to the “Three-coherent task mechanisms” approach. The first mechanism was water irrigation for farmers and the establishment of a committee that would create a water management plan which included budget allocation for the pumping of water to the irrigation system. The second was participatory irrigation management between public irrigation staff, district agricultural officers, local administrative organizations, and water user groups. They deliberated on location of the temporary dike and mutual rotation of water delivery and the location of a pumping station. The third was acting upon agreement and supervision with all parties coming together to supervise and inspect the joint uses of fuels, and pumps in accordance to the agreed upon rotational water delivery.

Farmers cooperatively monitored work procedures with related public agencies, thus promoting transparency.

Impact and Lessons Learned

The joint water management facilitated water delivery to farmers in a fair and equitable manner, thus decreasing water conflicts and complaints from farmers. This initiative helped farmers to extend their dry-season agricultural areas from 12,846 acres in 1993 (before the initiative) to 36,364 acres in 2010 (after the initiative), thus generating agricultural income from US\$5.1 million to US\$18.4 million. As a result, the seasonal migration of local farmers in the areas was minimal.

The end result of the irrigation project was the efficient and effective distribution of water to farmers up stream and down stream. In addition, the participatory approach of the project decreased disputes between farmers and fosters a sense of community among the farmers.

One major lesson that was learned from the implementation of this project was the impact and importance of community participation on the irrigation management system. In particular, farmers gave consideration to risk management and sought alternative water resources for farming, thus ensuring water security for dry-season agriculture. Through inclusive planning and management of water sources, a key lesson learned was that indigenous knowledge of local farmers in finding spare water resources and locating temporary dikes in the Yom River is extremely valuable and contributed significantly to the success of the project.

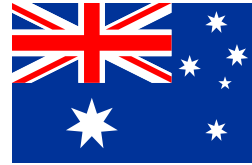
Australia - 2nd Place Winner

Initiative:

South Australia's Strategic Plan Community Engagement

Institution:

Department of Premier and Cabinet



Description:

Engaging citizens into strategic planning

Summary

A vision was developed for the state of South Australia and a Strategic Plan has been in existence for many years emphasizing the importance of youth participation in policy making. An exercise to measure awareness of the Strategic Plan among citizens discovered low awareness and people feeling that their needs were not adequately addressed in the plan and vision. An update of the plan was carried out in 2010 with extensive consultations via emails and meetings, gathering the needs and future visions of South Australians. More than 60 community meetings were held in locations across South Australia.

The initiative provided an opportunity to engage, interact and share opinions and ideas, and to learn more about the Strategic Plan. The integrated engagement adopted online conversations and face-to-face community consultations, and helped spread knowledge of the initiative. Over 9200 citizens were engaged in this process and it was the biggest consultation process in Australia. To ensure the initiatives sustainability, updates will be done every four years to ensure that the plan remains relevant and cognizant of the changing needs of the state and its citizens.

The Problem

The South Australian Government's Strategic Plan (the Plan) was launched in 2004 in response to a resolution from the Economic Summit held in 2002. The Plan is a blueprint for the future of South Australia. It contains outcomes-focused targets across public policy areas such as economic development, environmental sustainability and social justice. These targets drive government policy making and resource allocation with state budgets framed around the Plan and the heads of government departments held accountable for the Plan's achievement.

Although the Plan was developed by government, it was never intended to be just for government; rather it aims to focus all South Australians' on working to deliver on jointly-determined goals. Despite this aim, public awareness of the Plan, and therefore broader contribution towards its achievement, was regarded as low with various

surveys finding that only a small proportion of South Australians are aware of it.

Limitations in technology and resources in the past resulted in the extent of the consultation being limited, with many social groups unrepresented. Those that were physically and geographically isolated, refugees, young mums and children and many ordinary working people were some of the groups whose voice went unheard.

The Solution

To change the status quo, the biggest community engagement exercise ever undertaken in South Australia to ensure that the plan reflects the needs and priorities of South Australians. In total 9,200 people were engaged through a diverse suite of methodologies. In addition, over 500,000 people were contacted via email or social media to raise awareness of the Plan. The update asked the community to develop a vision for South Australia, 'to 2020 and beyond'.

Never before had an engagement project been undertaken in South Australia that made such extensive efforts to understand what the community wanted for its future.

Previously unrepresented groups were specifically targeted - reducing the barriers of geography, language, cultural beliefs and social isolation. The use of innovative techniques reached a much wider audience. Online discussions were post-moderated; traditional government branding was replaced with colorful, socialized material in a range of formats and ethnic languages and the team took the time to gather qualitative stories from the community.

Impact and Lessons Learned

The initiative provided an opportunity to engage, interact and share opinions and ideas, and to learn more about the Strategic Plan. The integrated engagement encouraged post-moderated online conversation during and after face-to-face community consultations, and helped spread knowledge of the initiative. Over 9200 citizens were engaged in this process and it was the biggest consultation process in Australia. To ensure the initiatives sustainability, updates will be done every four years to ensure that the plan remains relevant and cognizant of the changing needs of the state and its citizens.

As the initiative progressed, a key lesson learned was that it was not only vital to promote the type of engagement that was being requested by the community, but the subject matter had to be presented in a way which specifically appealed to them. It was that citizen engagement also needed to happen online, supported continuously by quick responses and feedback to questions.

A crucial element in the gathering of information was the assurance that anonymity was allowed throughout the engagement process. Although in some cases names were voluntarily given, anonymity allowed a more truthful and honest engagement from the community.

Republic of Korea - 2nd Place Winner

Initiative:

Youth Participation Committees

Institution:

Ministry of Gender Equality and Family



Description

Increasing the participation of youth into policy-making

Summary

This initiative describes a starting point of a limited participation of the youth in policy making. To address this, a Youth Participation Policy was developed and a National Youth Congress was established to ensure youth participation in policies. Through this initiative, it became possible for government authorities responsible for youth affairs to administer youth policies that better met the needs of the youth. As a result, there has been an increase of proposals put forward by the youth's with regard to policymaking. The interest of the public sector and of society in the youth's social participation has greatly risen.

The Problem

There was limited participation of the youth in policy making and the general perception was that their opinions were not considered sufficiently particularly of developing policies related to the youth. As a result, the government's youth policies were not responsive towards the youth's needs. There was a need to have a systematic inclusion of youth in the development of policies and in discussion of issues that are vital to ensuring a good quality of life for citizens in the country.

The Solution

The 2nd Five-Year Plan for the Youth Development commenced in 1998 set out a rigorous plan to empower the youth to make their active voice reflected in policy-making in a bid to enhance the effectiveness of youth policies. This laid the legal foundation for the creation of the National Youth Congress, the Youth Participation Committees, and the Youth Governing Committee which are participatory youth organizations aiming to facilitate the youth's exertion of participation rights. The Youth Participation Committees are set up to enable the youth to take part in decision-making by the Ministry of Gender Equality and Family and local autonomous entities which are authorized to make youth policies. The Youth Governing Committees are created with the mandate to contribute to improving the youth programs and operational efficiency of youth-related institutions, facilities, and entities. The youth

have proposed youth policies developed through research and expert consultation to the government enabling the relevant government agencies to implement effective youth policies tailored to the most pressing needs of the youth. Multi-channels through which the youth can make their voice directly heard by the policymakers through discussion, monitoring, consultation, or suggestion were set up, including a portal, social a networking service (SNS) page, and an online forum.

An evaluation of the achievements made by the National Youth Congress between 2005 and 2010 show that the Congress proposed a total of 198 policy projects to the central government and 171 or 86.4% of the proposed projects were accepted over the six years. As of 2010, there are some 470 participatory youth organizations in operation across the nation including the Youth Participation Committees in 176 local autonomous entities and the Youth Governing Committees in 295 youth centers.

Impact and Lessons Learned

With the establishment of a system that empowers the youth, the direct consumers of youth policies and programs, to advise and make suggestions to the policymakers, it became possible for the government authorities responsible for youth affairs to administer youth policies that better meet the needs of the youth. As seen in the increasing reflection rate of the youth's proposals in policymaking, the success experiences of the youth participating in the participatory youth organizations have risen, and the interest of the public sector and society in the youth's social participation has also gone up. This initiative has empowered the youth to identify and study their own issues as well as plan and implement policies to address them through voluntary discussion and other activities. As a result, the initiative contributed to the youth's self-motivated development of capabilities and thus the future growth of the country and the society.

EUROPE AND NORTH AMERICA

Spain- 1st Place Winner



Initiative:

“Housing: All Opinions Matter (En Vivienda, Todas las Opiniones Cuentan)”

Institution:

Departamento de Vivienda, Obras Publicas y Transportes, del Gobierno Vasco

Description

Promoting the participation of the Basque community for the enrichment of housing legislation and strategy.

Summary

The Department of Housing, Construction, and Transportation of the Basque government made it a priority for 2009-2013 to apply the principles of good governance to its housing policy. This included the need for consensus, transparency, and participation. In order to achieve these ideals, the department developed three main initiatives. First, they created the Social Pact for Housing, which aims to collaborate with institutions and social agencies to reach consensus about the strategic lines that should guide housing policy in the short and long term, and encourage institutional coordination. Second, the department launched the Master Plan for Housing and Urban Regeneration 2010-2013 for which, through an online platform and social networks, they engaged citizens in the design and development of housing proposals to be included in the Master Plan. Third, the department began the process of drafting a Basque Housing Law, including suggestions from the citizenry through the online forum and e-mail. For the first time in the history of the Department of Housing of the Basque Government, citizens and organizations were included in discussions on solutions for the housing challenge.

The Problem

During the time of the Project, the Basque Country had one of the highest costs of living of the autonomous communities in Spain. The gap between housing prices and what Basque families could afford in relation to their disposable income continued to grow. Although there was a significant supply of social housing, only a small part (19.2%) was available for rental. In fact, housing was (and still is) one of the main concerns of the Basque population. Due to these matters, the Housing Department’s first priority became applying the principles of good governance to public management, including consensus, transparency, and participation. Citizen participation in planning and policy development was not institutionalized in the Basque Gov-

ernment and the general belief was that when a government conducted processes to involve the community it was for publicity or campaigning. Inputs and suggestions from the citizenry were often perceived by the government as criticism.

The Solution

The Housing Department became pioneers within the Basque administration with their initiative “Housing: All Opinions Matter”. With little information to guide them, the department designed the project through the eyes of the citizenry, keeping in mind how they would like to be treated by an administration. They decided that, more than anything, they would want a government that listened to and interacted with its citizens and, with this in mind, constructed three sub-projects:

- v. The Social Pact for Housing encourages institutional coordination by consolidating the opinions and input of institutions, social agencies, and the Department of Housing about the strategy that should guide housing policy in the short and long terms. The Pact has 79 signatures of social agencies and economic institutions.
- vi. The Master Plan for Housing and Urban Regeneration 2010-2013 engages citizens in the design and development of housing proposals through an online platform and social networks. The online interaction has seen great success, including 14,764 participants on the online forum and 333 facebook followers. In addition, 67% of citizens’ proposals were included in the Master Plan.
- vii. Draft Housing Legislation, including suggestions from the citizenry submitted via e-mail and the online forum. The forum had 17, 187 visits, which resulted in 188 proposed improvements to the draft. 92% of surveyed participants found the process interesting or very interesting.

Impact and Lessons Learned

The Housing Department now recognizes the enormous usefulness of participatory methods in government, and that conversation between the citizens and its government can produce outstanding results. Perhaps the most significant lesson learned is that a new way of governing is not only possible, but also effective, transparent, and necessary. Innovation is not solely technological; it can be social as well. As a government, it is important to continue making use of the collective intelligence of the citizens in order to develop innovative solutions.

Canada – 2nd Place Winner



Initiative:

Metro Vancouver’s Public Outreach and Engagement Program

Institution:

Metro Vancouver

Description

Engaging citizens in identification of solutions for public transportation challenges

Summary

Public consultation regarding the work of Metro Vancouver typically occurred only when major capital projects, such as sewer installations or upgrades, would lead to disruptions in service, public access or traffic flows or if the Board of Directors of Metro Vancouver was legislatively required to do so. To engage citizens beyond public matters like these, Metro Vancouver in Canada embarked on a series of meetings to enable citizens to participate in the identification of solutions to the challenges faced by the city. Community breakfast meetings were held, sustainability dialogues and a number of summits to solicit the public's views on key issues. The initiative’s impact resulted in a growing culture of public engagement and increased public trust and confidence in the institution.

The Problem

Citizen engagement at a broad, regional level can be exceedingly difficult where issues that are not just local in nature may seem remote and their local impacts not immediately evident. This difficulty was compounded by Metro Vancouver’s early approach to public engagement, which was essentially conservative: consult on issues that only directed affected Metro Vancouver’s operations, and only if legislatively required to do so.

The Metro Vancouver Board of Directors neither encouraged nor attracted interest from the region’s residents: only two public delegations were invited to appear before the Board in its first five years of operation. Public consultation typically occurred only when major capital projects such as sewer main installations or upgrades would lead to major disruptions in service, public access or traffic flows. The result of this approach to consultation in the 1990’s was that area residents were either blissfully ignorant of the significant role that Metro Vancouver played in providing public services to the region, or were moderately to extremely concerned with the impact that Metro Vancouver’s operations were having on their daily lives. Consequently, Metro

Vancouver's public consultations were often very tense as residents would strongly criticize its capital planning processes, its poor record of consulting with residents in a meaningful way, or both. In turn, this made it increasingly difficult for Metro Vancouver to gain public support for its planning and utility services programming, since many residents had developed a very real sense of distrust towards Metro Vancouver and its attempts to consult with the community.

The Solution

Metro Vancouver set out to radically change its relationship with the community. It sought to create a new sense of trust and realized that this would require an engagement framework that was designed not simply to respond to issues linked to Metro Vancouver's issue of the day, as had often been the case in the past, but rather one that dealt with the issues as perceived by the community, even where these were beyond the narrow purview of Metro Vancouver's legislative focus. The initiative is therefore about transforming the public consultation process into one of community engagement. The traditional process of public consultation about specific projects or proposed policies then becomes just one component of the overall public engagement process.

By engaging the community in discussion processes where there is no apparent nor hidden Metro Vancouver agenda, other than to facilitate public engagement, the hope and intention was to change the public perception from one of 'buyer beware, Metro Vancouver is trying to sell something' to one of 'let us all join in the discussion of important community issues where Metro Vancouver is playing the role of honest broker or facilitator.'

Impact and Lessons Learned

Metro Vancouver's experience in developing its Community Breakfasts, Sustainability Dialogues, Sustainability Summit and Sustainability Congress has shown that collaboration enhances the community's capacity to address the complex problems we all face, because it engenders a sense of shared responsibility and a call to action. Metro Vancouver's public engagement program has also allowed it and participants to understand that trade-offs sometimes need to be made to meet sustainability goals, and to acknowledge that by working together, we can identify and implement those trade-offs.

A poll conducted at the beginning of the 2008 Summit conclusively demonstrated that a significant majority of attendees had previously participated in Metro Vancouver's public outreach programming, through either the Sustainability Dialogues and/or Community Breakfasts. This previous engagement and participants' faith in Metro Vancouver's participatory process directly contributed to both a broadly accepted

consensus on the visions for success addressed at the Sustainability Summit, and the development of a number of challenging objectives over the short to medium term.

Ultimately, Metro Vancouver's public outreach initiative demonstrated the truth of a long understood lesson which needs to be re-learned and re-demonstrated again and again. The license to govern – to decide, to direct, to inform, to coordinate – must always rest on the demonstrated willingness and ability to listen and understand. Listening to the community is not a passive act. It takes resources, courage and resolve. But if properly applied, resources, courage and resolve yield remarkable and vital results.

Slovenia – 2nd Place Winner

Initiative:

IT-supported procedure for drafting legislation (ITDL)

Institution:

Ministry of Justice and Public Administration



Description

Using ICT for drafting and adopting legislation including contributions by the public for greater transparency

Summary

The initiative for IT-supported procedure for drafting legislation (ITDL) was launched with an aim to regulate the procedure for drafting and adopting legislation in the Republic of Slovenia. The ITDL standardized procedures of all ministries for drafting and adopting regulations, in terms of substance and regarding technical feature, thereby facilitating simpler exchange of documents and opinions. The system introduced electronic services in the drafting process and upon its launch on 1 April 2010, paper is no longer used in drafting regulations. The system integrates contributions by the public in draft regulations. As a result, the initiative provided simplification and standardization for every user, and greater transparency through public analytical review, which provides an excellent basis for potential further improvements of the procedure.

The Problem

Previously, draft regulations, adopted regulations and unofficial consolidated texts were often submitted in a written form and published on many different websites of the government bodies. Additionally, the draft regulations were circulated as paper copies to various bodies for the purpose of inter-ministerial coordination, resulting in high consumption of paper, high costs incurred in the lengthy process of registering a document and communicating between various agencies/bodies, and placing unnecessary burden on government employees in charge of the drafting procedures. This scattered system led to dissatisfaction among users and often caused undue prolongation of the drafting procedures due to the absence of standardized procedures. Moreover, the regulations were (too) frequently amended because of the lack of participation and coordination with the interested public.

The Solution

The ITDL project delivered a system that addresses the essential steps of the procedure of adopting regulations as well as standardizing the operations of all ministries

involved in the process, thereby facilitating easier and simpler exchange of documents and opinions. The ITDL system is the only permitted application on which the procedure for drafting legislation can run and which also enables online publication of drafted regulations.

The system devotes considerable attention to integrating contributions by the general public into the content of a regulation. The back end IT system for drafting regulations is linked to the e-democracy sub-portal, which offers a 'one-stop shop' enabling easy monitoring of the applicable regulations and regulations in drafting procedure. Most importantly, non-governmental organizations (NGOs) as well as the professional and lay public can promptly make their comments and proposals, and thus contribute towards drafting better regulations.

There were 2 097 regulations entered into the ITDL system between 1 April 2010 and 1 December 2011: 1 100 rules, 706 decrees and 291 acts. In the same period, the e-democracy sub-portal published 1 045 regulations: 626 rules, 275 decrees and 144 acts.

Impact and Lessons Learned

By providing the online publication of regulations under preparation and giving citizens and institutions an opportunity to make inputs, the project has contributed considerably to increased transparency and improving the quality of regulations adopted, resulting ultimately in a positive impact on the economy. Streamlining the process of drafting regulations has enabled a faster exchange of documents and materials between users, while simultaneously eliminating duplication of publication and data entries.

One of the key lessons was that continued monitoring is vital to improving the systems based on user feedbacks throughout the initial implementation phase. Furthermore, regular training of users on the various applications of the ITDL system can mitigate the obstacles brought on by fear and aversion of utilizing the system.

LATIN AMERICA AND THE CARIBBEAN

Brazil- 1st Place Winner

Initiative: Participatory Regional Seminars

Institution:

Secretaria de Planejamento e Gestão da Pernambuco



Description

Engaging civil society in regional seminars as a mechanism for the development of strategic State Government plans with regional and citizen-centric focus.

Summary

The “Everyone for Pernambuco” Regional Seminars Series, consisting of 12 regional forums to converse with citizens, was carried out by the Secretariat for Planning and Management (SEPLAG) in order to address the State Government’s goal of developing strategic policies and actions based on citizens’ input about their daily lives and needs. The government’s particular priorities during the seminars were addressing region-specific circumstances, and targeting the most vulnerable segments of the population.

The Problem

Given the horizontal geographic extension of the state of Pernambuco, the development process in the capital, at the extreme eastern end of the state, tended to favor development in regions close to the capital. Communities in inland regions – to the west of the capital – suffered from little or no favorable attention from public policies aimed at fomenting socio-economic development in their regions, limited social development services to respond to specific realities and insufficient public services, especially in health, public safety and education. No mechanisms were in place to allow open exchanges between the population and governmental authorities to address such issues. Inhabitants in these municipalities and communities – principally the poorest citizens in the inland region of the state – widely mistrusted and were dissatisfied with a longstanding history of social exclusion in their regions. Residents in the most disadvantaged regions did not have access to formal channels for participation to interact directly with governmental authorities to express their needs, demands and suggestions in a deliberative forum and communities felt the need to express themselves and debate with governmental authorities about difficulties regarding issues such as water supply, safety in rural areas, availability of technical training courses and incentives for local production arrangements, among others. Situational analyses of various regions in the state and their problems were previously based on macro-indicators, which were not always obtained through direct data collection – using the population census carried out every ten years – and whose

analysis often led to a gap in the time between data collection and the situation under analysis. After conducting a needs assessment for the state in 2007, the Pernambuco Government recognized an unmet need among the population to be heard by their government.

The Solution

The state developed a strategy to create a mode of governing based on democratic and regionalized planning, valuing each region in the state. The strategy's main objectives were to transmit the notion of Government's availability, interest and readiness to listen to the people; restore the feeling of belonging and citizenship, particularly in rural communities; provide conditions and means for the people to freely express their demands and suggestions, as well as learn about governmental actions underway in the region and ensure a technical process for compilation and analysis of proposals from the community, characterized by transparency.

Out of these objectives were born the "Everyone for Pernambuco" Regional Seminars Series. In 2007, SEPLAG planned the first set of seminars. Participants included non-governmental organizations, rural farmers, local merchants, housewives, students, independent professionals, community residents associations, unions, cooperatives and minority groups such as indigenous tribes and Afro-descendant Quilombola communities. At each meeting, the State Government was represented by the Governor, Vice-Governor, various State Government Secretaries, and other civil servants such as Mayors and Vice-mayors from participating municipalities involved in creating and defining public policies.

The seminars in which 3,554 entities participated yielded 26,147 proposals which were compiled and assessed by a 14-member SEPLAG task force over a two-month period. A database was developed to categorize similar proposals and cross-reference them with policies from the Government Program. From this analysis, 247 proposals from the 2011 seminars have been included as priority goals in the 2012-2015 multi-year plan. The actions were based on knowledge of people's daily lives and needs, as opposed to only technical and programmatic aspects. As such, Regional Seminars provided a mechanism for discussion between organized civil society and government, with outcomes directly influencing the Multi-Year Plan – the law that consolidates government action and budgetary implementation over three years.

Impact and Lessons Learned

The major impact of the initiative was the influence that suggestions gathered from citizens had on the Multi-Year Plan Law for the period of 2012-2015 in the state of Pernambuco. An additional impact is the establishment of closer linkages between the public sector and society, through direct and transparent interaction, facilitating

democratic manifestations, carried out principally with low-income citizens residing in regions in the state that are disadvantaged while at the same time possess great potential for development.

Priority goals created during the seminars include: construction of technical schools; building of a water supply system; construction of roads providing access to small municipalities; expansion and reform of regional hospitals; expansion of dental health services; creation of a support program for production and commercialization of family agriculture products; creation of the police department for the protection of women; creation of an energy matrix and a study on renewable sources of energy; establishment of open-air city gyms; establishment of shelter-homes for at-risk children and adolescents; organization of outdoor markets for family agriculture products; production, acquisition, and distribution of seeds for family farmers; installation of simplified water supply systems for rural communities.

A key learning point from the seminars was the critical importance of effective planning and follow-up. Throughout the seminars, the SEPLAG team learned the value of involving a technical team that is committed to society and government, and has the capacity to interact with the common citizen. Logistics were managed through careful planning, trainings, mobilizing teams, and coordinating participation schedules.

Furthermore, the initiative highlighted that a well managed process for listening closely to the people is extremely enriching. The common citizen's vision of problems related to his/her reality adds immensely to the process of formulating public policies. Particularly interesting was the vast differences in expressed needs and priorities based on region.



2012 Category 4

Advancing Knowledge Management in Government

Region	Country	Initiative	Description	Pg
Asia & the Pacific	Malaysia	<i>eKasih</i>	Improving management and implementation of poverty reduction efforts through an integrated national poverty data bank	185
	The Republic of Korea	<i>National Science and Technology Information Service</i>	Sharing of Research & Development related information across government entities and with citizens through a one-stop service	187
	Thailand	<i>Preventing Diabetic Blindness</i>	Preventing diabetic blindness by creating local community health care teams	189
Europe & North America	Spain	<i>"SITxell</i>	Conducting a province-wide territorial analysis to improve coordination and reduce duplication of work between urban and land use planning agencies.	192
	Switzerland	<i>geo.admin.ch</i>	Giving citizen access to information on federal spatial data infrastructure through a central platform	195
Western Asia	Bahrain	<i>Integrated Workflow Management System (IWMS)</i>	Integrated knowledge management through ICT	197
	Turkey	<i>UYAP (National Judiciary Informatics System)</i>	Establishing a quicker and more reliable justice system through ICT	200



Malaysia



Rep. of Korea



Thailand



Spain



Switzerland

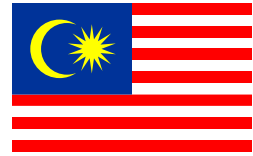


Bahrain



Turkey

ASIA AND THE PACIFIC

Malaysia - 1st Place Winner**Initiative:**

eKasih

Institution:

Implementation Coordination Unit, Prime Minister's Department

Description

Improving the effectiveness of poverty eradication implementation programmes through a centralized and integrated national poverty data bank on poverty alleviation initiatives, such as social grants and aid received from various government agencies

Summary

The main objective of eKasih is to avoid duplication of aids/programmes enacted and leakages to the poor and hardcore poor by establishing a central data bank. This data bank can be accessed and used by all agencies and other related parties involved in poverty eradication programmes at federal and state levels. Thus, all agencies that dispensed aid can be crosschecked by all parties to avoid inefficient use and duplication of resources.

The Problem

In Malaysia there are several ministries, agencies, NGOs, and Associations responsible for poverty eradication programmes at federal and state levels. Before eKasih was introduced only a small percentage of agencies have a record of the beneficiaries or recipients of assistances in an automated system, while some of them are still entirely using manual process. The manual process did not have integration or consolidation among them results multiple sets of data. As an example, one individual can apply for assistance from many agencies while the agencies did not know what assistance already being given to individual initiatives. This has caused a high incident of overlapping of assistance and has lead to data integrity issues and created consistency issues concerning reliability of data. There was no single agency to coordinate and monitor the poverty eradication programmes at the national level. It was not certain whether that the poor really receive or enjoy the benefits or not and no progress monitoring was done to the poor after the assistance given. There is no standardized mechanism and established unified criteria used by agencies to determine poverty groups. This has created many problems such as unverified data and issues in dealing with aid distribution to the poor. Agencies practicing manual process had unreliable data and often had outdated data due to inaccuracies in reporting and re-

sulting in duplication and leakages of aid. Because of these numerous inconsistencies the statistics used at national level for planning were not always accurate, resulting in inefficiency and waste of resources.

The Solution

A system was developed consisting of four main components, namely poverty profile (individual, aids, programmes/projects), Executive Information System (dashboard, GIS, dynamic reporting), and Knowledge Based (best practices, e-library) to remedy the problem of duplicated initiatives. The Executive Information System (EIS) enables management to monitor and track the latest status of poverty in the form of dashboard and GIS for better presentation.

The system was completed and implemented nationwide starting from July 2008. Every agency responsible for poverty is granted online access to the same source of data according to their group of responsibilities.

Impact and Lessons Learned

Agencies are able to provide suitable programmes for the poor based on information stored in a database named eKasih. Poverty status and poverty mapping can be accessed by all users that have access to the database. Coordination and monitoring of the poor and hardcore poor can easily be done through eKasih as the entire poverty list and profiles are captured in the database.

Through the monitoring and tracking modules, it helped aid agencies and departments to coordinate their efforts to avoid duplication which unnecessarily depleted valuable resources. With an effective implementation strategy to lower duplicated assistance there was an increase in efficiency and effectiveness of poverty alleviation programs. The use of complete data in eKasih has assisted in determining the Government policies in the implementation of poverty eradication programmes.

Among the lessons learned, management support and user commitment was essential in promoting the success of the eKasih database initiative. The success of eKasih depends upon the commitment and involvement of a cross-section of individuals throughout the ministries and agencies. Other agencies that were apart of providing assistance were instrumental in the success of the project as their submissions of data to the database initiative was essential.

Republic of Korea – 2nd Place Winner



Initiative:

Develop knowledge management policies

Institution:

National Science & Technology Commission (NSTC)

Description:

Sharing of Research and Development related information across government entities and with citizens through a one-stop service

Summary

With the increased interest and budget spend on National R&D by Korean government, a system was required for the effective and transparent management of national R&D projects. The National Science & Technology Commission (NSTC) established the National Science and Technology Information Service of Korea (NTIS) comprising knowledge management policies, facilitating for ministries, universities, research institutes funded by the government, companies, and citizens to share and use national Research & Development (R&D) information. Based on the initiative, it was now possible to provide a one-stop service for citizens by integrating all national R&D information conducted by ministries.

This initiative has shown to be a success, acting as a benchmark for other ministries and organizations, with a year-round internal and external collaboration scheme to coordinate interests and collect opinions from a variety of ministries and organizations. The greatest impacts reflect prevention of duplication in project implementation, integrated management of facilities in disuse or not in service, and improved performance of research management. The NSTC is the first central governmental body to have complied with relevant global standards in terms of having established governance planning, implementation and assessment structures of NTIS, and thereby improving global reliability by continuously optimizing business processes.

The Problem

The Republic of Korea had increased its R&D investment by 10% every year, and the efficiency of R&D investment had been a national issue. The Korean government had investigated, analyzed, and assessed national R&D projects every year, and subsequently announced the assessment results. However, the release of information was limited and announcement time was usually delayed, making it difficult for Korean government agencies, universities, research institutes, and companies to use such results optimally.

Each governmental agency exclusively possessed and managed its R&D information. This fact required much time and many efforts to establish R&D strategies, make a budget, and assess national R&D projects. The budget was also assigned to similar and overlapping R&D projects, increasing government expenditure on R & D unnecessarily. Small and medium businesses and individual researchers had difficulties in using research facilities and could not get counseling of experts about the complicated procedures. There was no simple way of accessing national R&D data.

The Solution

To solve problems described above, the National Science & Technology Commission (NSTC hereinafter) legislated knowledge management policies so that ministries, universities, research institutes funded by the government, companies, and citizens could share and use national R&D information together. Based on this, it was possible to provide one-stop service to citizens by integrating national R&D information created by ministries.

The NSTC established the National Science and Technology Information Service of Korea (NTIS hereinafter) by collaborating with 15 ministries. The NTIS has provided convenient one-stop access to information on R&D projects, budget, human resources, equipment and facilities, and outcome in real time so that medium and small companies and individual researchers could conveniently access and use national R&D information. The number of registered members exceeded 80 thousand as of December 2011 after its first public service in March 2008. The user satisfaction has continuously increased with a rate of 66, 75, 76.5, and 77.1 in 2008, 2009, 2010, and 2011, respectively.

Impact and Lessons Learned

The NTIS has eliminated obstacles to common utilization of high-cost research facilities by national R&D information sharing, openness, and cooperation through which all the ministries achieved productivity by simplifying provision processes of high level national R&D information.

The approach has offered comprehensive research outcomes including academic papers and patents which accounts for further research, technology transfer, and relevant industrialization promotion. Duplication of R&D activities was eliminated and this has reduced costs significantly. Results of an NTIS's analysis as of 2008 showed that the service produced an economic ripple effect corresponding to 911.9 billion won or more during the 5 year-period (2009 - 2013) via prevention of repeated project implementation and repeated facility purchase, integrated management of facilities in disuse or not in service, and improved performance of research management.

Thailand – 2nd Place Winner

Initiative:

Preventing Diabetic Blindness

Institution:

Rajavithi Hospital

Description:

Preventing diabetic blindness by creating local community health care teams

Summary

In Thailand more than 3 million people have diabetes, a lifelong illness that can cause blindness. Many patients live in rural areas about 100 kilometers away from provincial hospitals where ophthalmologists practice. To address this issue, a cooperative effort was made with provincial health care officers in Tak, establishing local community health care teams in rural areas to assist the ophthalmologists. They were trained to interpret digital retinal images to identify patients with diabetes who were at risk of blindness and refer them to the ophthalmologist. Implementation of the first pilot project for preventing blindness from diabetic retinopathy in rural areas of Tak province was launched in 2007. The initiative was shown to be a success, decreasing the number of people becoming blind by detecting and treating in time (5% in the first year compared to 3.7% in the second year. Ongoing discussions are underway with other countries to adapt the initiative. One of the most important elements that made this initiative a success was giving the opportunity to local community health care personnel in rural areas to solve a problem in public health ophthalmology for their own people.

The Problem

Diabetes is the leading cause of new blindness among adults aged 20 to 74 worldwide. In developing countries, this blindness affects people in the middle, productive years, aged between 35 and 64. Extensive research has proved that timely detection and treatment can reduce the rate of blindness significantly from 50% to 5%. Screening for DR has also been proven to be cost-effective. A universal guideline suggests that patients with diabetes should have an eye examination at least once a year.

A huge number of patients with diabetes, especially those who live in rural areas, do not have the recommended eye examination. Furthermore, less than 40% of those who have high-risk characteristics of blindness received treatment. Many eyes with these characteristics may still have normal vision. Ophthalmologists therefore cannot wait until patients develop poor vision to treat. In Thailand, more than 3 million

people have diabetes but only about 100,000 of them have the recommended eye examination. There are only approximately 1,000 ophthalmologists nationwide, including 100 retina specialists to deliver eye care. Half of them practice in Bangkok, whereas the majority of the patients, who do not have the examination, live in rural areas about 100 kilometers away from provincial hospitals where ophthalmologists practice.

Based on the National Survey of Blindness, conducted in 2006-2007, 34% of diabetic patients in the survey were found to have low vision or blindness in either eye. Furthermore, DR is the most common retina disease that causes bilateral low vision.

A Struggling Model:

Tak is a province located 400 kilometers west of Bangkok, next to Myanmar. There was only one ophthalmologist working in a public provincial hospital. The ophthalmologist had realized his inability to provide routine eye care to patients in his rural area. He therefore spent his weekends carrying an ophthalmoscope to various communities to examine patients with diabetes to detect DR. Despite his hard work and dedication, in 2006, he could achieve only 20% coverage of eye examinations of the 4,618 diabetic patients in his province.

The Center of Excellence in Retina Diseases in Rajavithi Hospital, Bangkok, is a public tertiary care center that takes care of referred retina cases from most of provincial hospitals in Thailand. More than 200 operations are performed each year, and only half of these cases could have visual improvement after the surgery. This conservative model cannot be applied to prevent blindness from diabetes.

The Solution

Rajavithi Hospital implemented the first pilot project for preventing blindness from DR in rural areas of Tak province in 2007. The hospital co-operated with provincial health care officers in Tak for setting up a local community health care team in rural areas to assist the phtharmologist. Personnel in the team were recruited from volunteer health care officers in community hospitals who were local people, and not necessarily physicians. Rajavithi Hospital trained them to interpret digital retinal images to identify patients with diabetes who were at risk of blindness and refer them to the ophthalmologist. They were also supervised to run this project themselves. Rajavithi Hospital also trained 425 nurses or technicians from four rural provinces to be primary DR screeners.

Impact and Lessons Learned

In the first year, more than 2,600 patients accessed this project, which was 60.7% of the diabetic patients in Tak. In the second year, this coverage improved, to more than 90%. The number of high-risk eyes detected improved from 15.3% in 2007, 30.2%

in 2008, to 40.6% in 2009. A total of 1,620 eyes had laser treatments at Tak Provincial Hospital and 920 had improved or stable vision. Seven eyes were referred to have surgery at Rajavithi Hospital in Bangkok and five had visual improvement.

The project was rolled out to four more provinces, located 463-828 kilometers from Bangkok. There were 81,056 patients with diabetes in the four provinces. A total of 58,510 (72.2%) of them were screened for DR. 7,392 (12.6%) of these patients were referred due to DR, an additional 2,679 (4.6%) patients were also referred due to other eye diseases. There were 2,228 (3.8%) patients who were treated by ophthalmologists in the provinces, whereas 163 (0.3%) patients were referred to be treated by retina specialists in regional tertiary care hospitals. There were 2,922/58,510 (5%) patients found to have blindness in the first year. This decreased to be 3.7% in the second year.

Rural people, both patients with diabetes and the trained personnel in the community teams, benefited the most, and the service can now be provided consistently.

One of the most important elements that made this initiative success was giving an opportunity to local community health care personnel in rural areas, who were not trained in ophthalmology at all, to solve a problem in public health ophthalmology for their own people. They run their own project and they can do it successfully. Another important aspect that made this initiative success is the use of evidence-based decision making. Rajavithi Hospital conducted a series of research projects to prove the competency of rural health care personnel before implementation.

EUROPE AND NORTH AMERICA

Spain- 1st Place Winner



Initiative:

Territorial Information System for the Network of Open Spaces (SITxell)

Institution:

Barcelona Provincial Council

Description

Conducting a province-wide territorial analysis to improve coordination and reduce duplication of work between urban and land use planning agencies.

Summary

The Barcelona Provincial Council conducted a province-wide, multidisciplinary territorial analysis in order to improve urban and provincial planning. The initiative included technical experts from various fields such as academics, public institutions, businesses and other organizations to regulate planning and provide spatial information on an integrated portal. The project represents a shift from a sector approach to an integrated model of environmental aspects of land planning and has enjoyed the acceptance and the support of the various administrations and social organizations involved.

The Problem

In Spain, responsibilities and capabilities in urban and territorial planning spans across many levels and departments of government. Municipalities are responsible for urban planning, while regional governments have specialization in territorial planning. In addition, numerous departments (infrastructure, agriculture, environment, etc.) at various levels of the administration make their own plans for land use. Regardless of existing coordination mechanisms, these problems created a lack of consensus for land projects, and exacerbated land use conflicts. There was a high level of duplication of work and, as a result, unnecessary spending.

The Solution

With these needs in mind, the Barcelona Provincial Council took on the challenge of developing a multidisciplinary territorial analysis for the province of Barcelona, to serve as a common resource for any territorial work. With this report, the province could omit duplication of work and the added costs associated with gathering base information. Furthermore, the analysis aimed to encourage the progressive implementation of a territorial model based on the maintenance of natural services and the

sustainable use of natural resources, that would result in the strong social and economic progress of all citizens.

After analyzing the situation together with municipalities and social agencies, the Barcelona Provincial Council identified the following needs: i) Establishment of inter-administrative coordination in territorial and urban planning in order to obtain a multidisciplinary territorial analysis; ii) A new conceptual plan for territorial planning; iii) New and reliable base territorial information at a reasonable cost; iv) Mechanism(s) for the dissemination of this information and v) Training of technical teams in the use and application of this information. The institutions involved were 11 county councils, and 311 municipalities. As a material achievement, SITxell has developed numerous layers of multidisciplinary information, including environmental and socioeconomic atmospheres. Not only does this information incorporate the traditional basic information, it also includes the values and risks most relevant to territorial planning. The provincial council then combines and synthesizes the information to apply it relevantly to each project. An important feature of the initiative is the periodic updating of the information.

Impact and Lessons Learned

Since the inception of the initiative, 61 municipalities, 2 district councils, and 3 regional government departments have used the compiled information in the development of their urban plans, including the planning of 4 protected areas. The information has been available online since 2009, universally and at no cost. In that time there have been approximately 60,000 visits annually, and 50% of the province's municipalities use the information regularly. It is estimated that this has produced direct savings for the municipalities of around 150,000 Euros annually, due to the resulting elimination of the need to elaborate specific mapping. In addition, through the development of the four protected areas, the provincial council has saved approximately 80,000 Euros. The project has signified an improvement in the processes and internal relations of the administration in terms of territorial planning, which can now be done in a much clearer and efficient manner, emitting duplications and unnecessary spending.

One key lesson learned is the importance of unity and coordination. Implementation of the SITxell initiative has provided cohesion in the provincial technical team, facilitating and promoting integration among the team through a common project, and enhancing group morale and each team member's personal dedication to their work. The commitment of the various administrations with responsibility for land use planning to the SITxell project has facilitated the establishment of mechanisms for cooperation and coordination among all affected institutions. Savings in resources and improved efficiency of these administrations validate the importance of this inter-administrative work.

Additionally, the project has highlighted the necessity of public and political support. By including practically every public and private institution with relevant knowledge, the project has a credibility and solvency without which it would have been impossible to reach the level of implementation across all levels. The support of the initiative from NGOs and agricultural landowners has allowed for strong social acceptance, which was crucial for reaching the consensus that exists today.

The shift from a sectoral to an integrated approach in regards to environmental aspects of land planning has enjoyed the acceptance and support of the various administrations and social organizations involved. The reason lies in the flexibility of the model and multidisciplinary vision of the territory, which allow for consideration and balance of the various (and often conflicting) views and interests, and optimize the sustainable use of natural resources compatible with conservation.

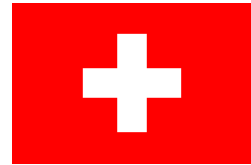
Switzerland – 2nd Place Winner

Initiative:

geo.admin.ch

Institution:

Coordinating Agency for Federal Geographical Information



Description:

Giving citizens access to information on federal spatial data infrastructure through a central platform

Summary

Geo.admin.ch is a portal for federal spatial data infrastructure (FSDI). For the first time, federal spatial data can be accessed through a central platform providing features like multilingual (five languages) versions, fast and user friendly interface, single point of entry for all spatial data portals of the federal authorities of Switzerland, and providing efficient information retrieval. This was achieved by a combination of an open source software framework with an innovative cloud computing architecture, resulting in an attractive cost/benefit ratio. In Switzerland, geo.admin.ch was the first innovation of its kind, using cloud computing as infrastructure solution for authorities, providing over 150 datasets of various government agencies.

The Problem

Up to 80% of all decisions affecting citizen are linked to geographical information (Coopers and Lybrand 1996). Geographical information is especially in demand in the run-up to referendums (for example, the locations of nuclear power stations, nature conservation areas, traffic and transport, etc.). In Switzerland the Act on Federal Geoinformation regulates the access to public data. This act came into force on 1 July 2008. It provides the legal framework, for all activities relating to information about basic geodata of federal law and its exchange and use. The purpose of this Act is to ensure that geodata relating to the territory of the Swiss Confederation is made available to the Federal, Cantonal and municipal authorities, to industry and commerce, to academic and scientific institutions and to society at large, for the broadest possible use, in a sustainable, up-to-date, rapid and easy way, with the required quality and at reasonable cost.” (Art.1). The data contained in aerial photographs, maps and plans as well as further spatially referenced data must made available at a good level of quality and at reasonable cost, in printed form, over the Internet or on mobile devices. Uniform standards were required, in data capture as well as in the modeling and archiving of data and metadata.

Before geo.admin.ch, it was difficult or impossible to get hold of most federal geospatial data for public authorities, experts and the broad public. No single point of entry for fed-

eral geodata existed: access was sometimes possible in one of over 20 and not linked map viewing application, hidden within the Swiss federal web presence, with a wide range of quantity and quality standards.

Scientific studies have shown that providing easy and inexpensive access to geospatial data has a multiplicative effect of 1:4 between public investment and added value to private market related to spatial data. With around 230 million Swiss Francs annual investment by federal and cantonal authorities, this corresponds to a theoretical market potential of around 1 billion francs. A 2008 market analysis has shown that for the geospatial market of Switzerland this ratio with a volume of 500 million francs a year is only at about 1:2 before the Federal Geo Information Act became into force.

The Solution

Geo.admin.ch is a portal established to provide access to spatial data, which can be accessed centrally for the first time in the country instead of multiple portals. The portal offers the service in five languages, is fast and user friendly, and is a single point of entry for all spatial data portals of the federal authorities of Switzerland. It has simplified information retrieval, even at high loads, through a combination of an open source software framework with an innovative cloud computing architecture, resulting in an attractive cost / benefit ratio.

Impact and Lessons Learned

The choice for cloud computing has been proven right: during the media campaign, the number of visitors increased by factor 20 within 2 hours to 30000 unique visitors per day without downtime due to server overload. The feedback of citizen and key stakeholders regarding geo.admin.ch is very positive: over 3000 mails of happy citizens since the launch on 8/2010 and daily average visitor rate of 10000 unique visitors is the proof of acceptance. Based on the success of geo.admin.ch, a public private partnership, with international members, was initiated by geo.admin.ch to extent the existing open source mapping framework to support mobile devices / Smartphones.

The feedback of citizens and key stakeholders regarding geo.admin.ch is very positive: over 3000 emails of satisfied citizens have been received since the launch in August 2010, with a daily average visitor rate of 10000 unique visitors, contributing in being one of the most visited websites of Swiss governments. By offering an e-mail helpdesk, Q&A section and the use of social media, communications with citizens is now two ways and near real time, contributing to improved delivery of the service and responsiveness to the public's needs. Existing spatial portals of the federal administration receive up to five times more visitors since the launch of geo.admin.ch as they are now linked.

A lesson learned is the importance of active communication and coordination of all stakeholders in the project and operation phase in successful implementation, including Social Media.

WESTERN ASIA**Bahrain - 1st Place Winner****Initiative:**

Integrated Workflow Management System (IWMS)

Institution:

E-Government Authority – Ministry of Cabinet Affairs

**Description**

Enhancing organizational performance through increased communication and collaboration across government departments through an integrated information system

Summary

The Kingdom of Bahrain's E-Government strategy is focused on ensuring the effective delivery of government services to citizens, residents, businesses and visitors. This involves a broad range of responsibilities and activities by multifunctional and multidisciplinary teams across the country, including dealing with legislative, regulatory and budgetary barriers, evolving common technical frameworks and infrastructure, ensuring a common vision, providing leadership at many levels, strengthening coordination, improving collaboration and monitoring and evaluating progress and results on an ongoing basis. Scheduled to run over 3 years, the programme was designed to transform the provision of government services to every member of the Bahraini society. Given the complexity and breadth of the programme, the E-Government Agency has been established to ensure that it is executed smoothly within a defined framework. It also provided support for issue escalation and a forum for knowledge sharing between various projects. The initiative, Integrated Workflow Management System, has been aligned to the 2030 vision for the Kingdom of Bahrain to reach an efficient and effective government (clause 2.2 from the aspiration for government in the vision). As part of the E-Government Authority strategy in 2007, this project reflected the interaction of government-to-government principle through the interconnection of processes and automating official documents flow amongst key government organizations that play critical roles in decision making in the government.

The Problem

The Integrated Workflow Management System (IWMS) was proposed by the E-Government Authority of Bahrain, and was introduced as an initiative to resolve the following issues:

- Implicit knowledge: within each entity, a limited number of experienced employees executed the procedures that were never shared nor documented in each form of correspondence.

- Lack of consistency: procedures were managed in a case-by-case basis which lacked consistency in following the laws. Hence, the procedures were being handled inappropriately.
- Conflict of interest: a conflict of defining roles and responsibilities exists between the legislative and governmental entities that refuse to delegate their duties.
- Tracking difficulties: entities were unable to follow-up and track the exchanged documents as they did not have full control over the workflow of documents and were unable to possess an accurate status of the process at any point of time.
- Challenges in generating reliable reports: entities faced challenges in generating reliable annual reports as they lacked accurate information of the status of documents and this affected the transparency among involved organizations. It requires additional efforts from employees to verify the available information and contact several external persons to remain updated.

The Solution

As a solution to the above problems, the Integrated Workflow Management System (IWMS) was introduced to handle the interaction between the Parliament and the government using the Government-to-Government (G2G) principles. Thus transparency is put in place through the correlation of processes and automation of official documents flow among key organizations that play a critical role in decision-making process. IWMS was introduced to free coordinators and follow-up specialists from the manual work and enable them to focus on reporting, tracking and improving the pre-defined internal processes. Printing all the required reports based on users requests as per the official format accepted by the Supreme Council for Information and Computer Technologies (SICIT) should be made available. Data related to the processes are being stored in a common database and are used for tracking and reporting purposes.

Impact and Lessons Learned

IWMS unifies the tracking process and the reporting style based on accurate and up-to-date records. It also facilitates making timely decisions based on accurate information and imposes deadlines among tasks with proper reminders and alerts to responsible stakeholders. It further defines the escalation mechanism for overdue tasks with levels and types of reminders sent from the system.

It provides a digitized archival database for all correspondences, which can be accessed and used at any time by the authorized users. The IWMS supports a search engine that enables users to look for a particular document with the availability of

advanced search options. The users can retrieve the documents based on any Meta-data related to them or based on their content. The historical documents are also migrated to the IWMS and are available for search and retrieval. Alerts are activated based on the documents' flow among the different entities and all involved stakeholders would receive alerts. For each process, the IWMS will maintain contact details for responsible people. Therefore, at any point in time, users can contact the involved person and attain the updates of the process.

A key lesson is that forming a steering committee that consists of participants from business and information technology executives is vital as it will provide the required support for introducing progressive changes in all concerned governmental and non-governmental sectors. IWMS deals with different sensitive processes within the Kingdom and by forming a specialized team for change management, the 'resistance-to-change' concept was carefully managed. The entities' feedback throughout the entire project's execution was taken and all the raised risks were managed.

Turkey – 2nd Place Winner

Initiative:

UYAP (National Judiciary Informatics System)

Institution:

Ministry of Justice



Description:

Establishing a quicker and more reliable justice system through ICT

Summary

The information technology department of the Ministry of Justice of Turkey was established in 1999 and given the responsibility to establish a more swift reliable and up to date justice system by using ICT. Several committees were established, comprised of judges, personnel, and lawyers from all ranges of judicial organizations. The solution that emerged was UYAP (National Judiciary Informatics System). The UYAP initiative was put into effect and resulted in equipping all judicial units with necessary ICT tools, including document and case management systems. By being connected to each other through a secure network and given access to a central database of UYAP, which contains all relevant information needed in the judicial proceedings, the huge structure of the Turkish Judiciary was transformed into a well oiled machine that was efficient and effective.

The Problem

The problems faced by the Turkish judiciary were complex, ranging from: enormous workloads, insufficient number of staff, missing or chaotic files, delayed cases, inadequate training, outdated equipment, inability to keep out with technological change, and the lack of effective administrative support. Legal procedures were generally perceived to be protracted, expensive, complicated and inefficient by citizens, putting them off pursuing worthwhile cases in court. Such effects of inefficient judiciary were detrimental to the public confidence in the judiciary and prevented access to justice. ICT support was urgently required, to transform an old fashioned, outdated, poor working judicial system, into a modern, effectively-functioning organization which has earned the confidence of society.

The Solution

To address the chronic problems of the Turkish Judiciary system, an outstanding and comprehensive e-justice system named UYAP (National Judiciary Informatics System) has been developed. All judicial units have been fully equipped with necessary ICT tools, document and case management systems, connected to each other by a secure network and given access to central database of UYAP, which contains all relevant information needed

in the judicial proceedings. Databases of governmental departments have been integrated with the UYAP so as to enable online and swift information sharing among concerned authorities. All processes and transactions are transferred into electronic environment that provides effective knowledge management in judiciary, acceleration in judicial proceedings, reduction in duration of trial proceedings and better access to justice. The performance of the judicial staff, judges and prosecutors can be followed online by policy makers which enable them to see and assess the effects of the UYAP.

Electronic correspondence is now provided by the use of electronic signatures which is faster, more accurate and cheaper than paper-based systems. As an example thanks to transforming the physical process into electronic environment, document dispatch units in the courts and arrest tracking units in the police organization were abolished and the personnel of these units (2500 personnel in police units) were employed in other departments. Data can be analyzed through a data mining reporting tools thereby improving the management of the courts. Easy access to the relevant data by policy makers has developed the knowledge management strategy and enhances the performance of the judiciary. Transformation of all judicial processes in electronic environment makes more accurate and quick statistics possible. Thanks to instant access to every kind of data and statistics such as crime maps, courts workload and performance of units, policy makers produce more efficient strategies and policies.

Impact and Lessons Learned

The most important impact of the UYAP is the having fast, reliable, efficient, effective, economic, smarter, intelligent and transparent justice system by using ICT tools. UYAP, through the use of modern ICT tools in the justice system, has introduced a new concept in the daily life of all judges and public prosecutors, court staff, lawyers, public institutions, and for all citizens, by changing the image of the judiciary and promoting innovation. UYAP has also reduced the administrative and correspondence costs of the traditional paper-based system. The proceedings and correspondences that normally took hours or days in paper-based systems are now performed in minutes or seconds through the use of UYAP, reducing the amount of time spent on each case, and increasing efficiency and effectiveness.

While the computer literacy of the Turkish judicial staff was only 5% before the UYAP, it has been increased to 95% since the introduction of the UYAP. The IT skills of all judicial workers are enhanced at organizational and functional level by providing continuous online learning and working means in their daily routine.

Great amounts of time, money and labor force savings (approximately 30%) has been recorded since the introduction of the UYAP. Thanks to the database which provides updated legal sources, delivering judgments have been facilitated and reaching similar judgments has been simplified. Corruption has been prevented thanks to electronic logging of every movement in the system, thus enhancing transparency.



2012 Category 5

Promoting Gender-responsive Delivery of Public Services

Region	Country	Initiative	Description	Pg
Africa	South Africa	<i>Protecting the Futures</i>	Educating young girls about adolescent reproductive health and puberty to decrease high absenteeism and drop-out rates	203
	Kenya	<i>Gender integration in the water sector</i>	Closing gender gaps in the water sector through training and the creation of gender focal points	205
	Rwanda	<i>Isange One Stop Center</i>	Improving access to service for victims of sexual and gender-based violence	207
Europe & North America	Bosnia & Herzegovina	<i>Public participation in peace processes</i>	Increasing women representation and gender balance in the armed forces to enhance gender responsiveness in the design and delivery of security services	210
	Spain	<i>Zero Tolerance for Violence against Women</i>	Improving prevention and care for survivors of domestic violence through multi-sector intervention	212
Latin America & the Caribbean	Brazil	<i>Chapeu de Palha</i>	Training and equipping women with skills to access broader employment opportunities	215
	Mexico	<i>Daycare Program to Support Mothers</i>	Improving the economic situation of mothers by providing more child care services	217
Western Asia	Bahrain	<i>Inclusion of Women in the Police Force</i>	Promoting gender-responsive delivery of public services, and initiating a human rights approach to the work of the Dubai Police.	220
	Oman	<i>Reduce Childhood Mortality Rate: Infants and Children under 5 years of Age</i>	Reducing childhood mortality rate by proving holistic primary care for pregnant women	222



South Africa



Kenya



Rwanda



Bosnia and Herzegovina



Spain



Brazil



Mexico



Bahrain



Oman

AFRICA**South Africa - 1st Place Winner****Initiative:**

Protecting the Futures

Institution:

Small Projects Foundation

Description

Educating young girls about adolescent reproductive health and puberty to decrease high absenteeism and drop-out rates

Summary

This initiative addressed absenteeism of girls in school by providing training in adolescent reproductive health and puberty to young girls in three district municipalities of OR Tambo, Chris Hani and Ukhahlamba in the Eastern Cape. Focus group research with young girls confirmed that one of the contributing factors to high absenteeism and drop out rate, particularly in Grades 7 – 9 is puberty and the onset of menstruation. They start skipping school for up to a week a month to hide their shame. Teachers do not have the training or the materials to provide information and support to the girls and their parents about puberty. Some teachers even send girls home when they menstruate. A significant decrease was reported in incidents of absenteeism in the schools and in the number of teen pregnancies after the program was implemented. Survey results highlighted improved confidence and self-image of the girls experiencing puberty and the programme's contribution in helping address and breakdown shame and the stigma associated with menstruation at schools and in their families.

The Problem

In South Africa, many young girls do not attend school, and, of those who attend school many drop out before completing their matric/Grade 12 certificate. Research revealed that the dropout rate for young girls is particularly high in Grade 7 and 9. Reasons include, food insecurity, lack of transport to school, the impact of HIV/AIDS on children and families, teenage pregnancies, absence of adequate toilets and washing facilities and child labour. Reflection on some of these aspects and the fact that the highest dropout rates for girls are in Grade 7 and 9 (Ages 12-15) led to the suspicion that puberty and onset of menstruation might also be involved in the high dropout rate during this period. Research shows that nationally, 30% of girls do not attend school during menstruation and on average skip four days of school per month. Most young girls had very little knowledge of adolescent reproductive health and

specifically puberty. They had little or no access to sanitary towels and were shamed, teased, and made to feel bad. Their mothers, older women and teachers had neither the knowledge nor the skills to teach them. School toilets and wash-up facilities were limited or non-existent. This meant that any girl having her period at school without sanitary towels and no private toilet and wash-up facilities was likely to have blood on her clothes and become a figure of extreme embarrassment. Beyond missing school, the lack of knowledge about female reproductive health and puberty also contributes to teenage pregnancy and possible infection with HIV.

The Solution

Established in 1988, the Small Projects Foundation (SPF) is a non-profit organization that renders developmental services (housing, health, education, agriculture, etc) in the former Transkei and Ciskei. In 2008, the SPF implemented the Protecting the Futures Programme in three district municipalities of OR Tambo, Chris Hani and Ukhahlamba and received funding from Save the Children, United Kingdom and Proctor and Gamble. The Department of Education identified 139 schools to participate in the programme, where two-hundred and seventy-eight (278) teachers in three district municipalities were trained in adolescent reproductive health and puberty education so that they could educate the targeted girls. More than 3750 girls in 139 schools received training in adolescent reproductive health, puberty education, developing a path to the future, communication, teenage pregnancy and HIV, gardening and nutrition and each girl received a regular supply of sanitary towels.

School governing bodies and parents upgraded the toilet facilities and where no ablution facilities existed, new facilities were built, including the provision of wash-up areas. They were assisted to develop systems to improve and maintain their ablution facilities, with each caregiver coming in and cleaning the toilets three days a week. This pilot project also trained parents/caregivers and provided support to schools to ensure that the facilities were cleaned, maintained and the sanitary towels were hygienically disposed. Surveys highlighted that this improved the confidence and self-image of the girls experiencing puberty and helped address and breakdown shame and stigma associated with menstruation at schools and in their families. Implementation of the programme was monitored by the Department of Health. A training manual for the Department of Education has been developed so that the programme can be spread to reach girls across the province and the country.

Impact and Lessons Learned

The most important lesson learnt, is that taking notice of ‘apparently’ little things, matters. The amount of stigma, shame and discrimination felt by young girls during puberty only became apparent when questions were asked and responses were noted.

Kenya – 2nd Place Winner



Initiative:

Gender integration in the water sector

Institution:

Ministry of Water and Irrigation

Description

Closing gender gaps in the water sector through training and the creation of gender focal points

Summary

Despite the reasonable infrastructure the sector has developed, adequacy of water services still remains a challenge. Women and children always suffer as a result of water shortages as they have to bear the heaviest burden of the search for water for the households. The Ministry of Water and Irrigation (MoWI) has led an initiative to effectively address gender gaps in the water sector.

The Problem

In spite of its importance in development and poverty reduction, the water sector has had one of the largest gaps between what women do and the influence they actually have. In Kenya, women are still underrepresented in water governance structures at all levels, yet they are the most negatively affected by unavailability of water. More than 15 million people in water-scarce Kenya are on the fringe of water services, sometimes dependent on distant wells, ponds, trucked-in water or rainfall for farming and personal use.

The Solution

The initiative started with action-oriented capacity building of the system of Gender Focal Points in water sector institutions, and subsequently focused on training the water utilities who are at the interface with water consumers. A national survey on service delivery survey incorporated a section on water and sanitation in order to generate sex disaggregated data for planning purposes. Gender Focal Points were integrated into water sector institutions and frontline water utility providers were trained in gender gaps and how to address them. Since 2008, gender equality has been included as one of the indicators evaluated within all performance contracts including water sector agency managers, making them keen to address gender gaps in the water sector.

Every year the Government of Kenya evaluates performance based on a negotiated

agreement signed between GoK and the management of public agencies, including the Ministry of Water and Irrigation. The performance results are released in the media to the public. Good performers and their teams are publicly rewarded. As a consequence, top management of public agencies strives throughout the year to perform well. Since 2008, gender was included as one of the indicators evaluated within all performance contracts including water sector agencies, making them keen to address gender.

Impact and Lessons Learned

The capacities built have empowered officers who have been able to negotiate funds for their activities and build capacities of others. Water utility officers have reported that they have substantially increased the effectiveness of public service delivery of water. Since the program started, rationing of water was reduced from 3-4 days per week to 1-2 days, and the number of women hired or paid for days of employment under the Water Board has increased.

Transparent communication, shared goals, pooling of resources and trust have been vital in the implementation of this project. Releasing information on performance of government agencies has improved accountability and ensured consistent implementation of planned activities.

Rwanda – 2nd Place Winner



Initiative:

Isange One Stop Center

Institution:

Rwanda National Police

Description

Improving access to service for victims of sexual and gender-based violence

Summary

In 2009, the Police recognized the need to have a holistic package of services in one place to reduce the costs and time spent by victims in accessing services, and for appropriate justice to be achieved regarding Sexual and Gender-based Violence (SGBV). Therefore, the Isange One Stop Center at Kacyiru Police Hospital was established. The mission of the centre is to provide comprehensive, timely, affordable, quality services to child, domestic and gender based violence survivors. It provides referral and specialized services like medico-legal, gynecology and obstetrics, mental health, legal and investigation, psychosocial, safe room and social integration services. The center has become a replicable project as neighboring countries have paid study visits in order to set up such facilities to assist their communities.

The Problem

In Rwanda, sexual and gender-based violence has been a widespread problem for women and girls both during the genocide and after, albeit to a lesser extent. Gender-based violence is probably the most socially tolerated of human rights violations in Rwanda. Spousal battery, sexual abuse, and rape are prevalent to the proportions of 57.2% according to a study that was conducted by the Rwanda Men's Resource Centre. This is due to negative masculine behaviors that partly stem from years of using rape as a genocide weapon to dehumanize and inflict suffering to women survivors. From 2006 to 2009, the police received and handled approximately 9,827 cases of women abuse and child defilement countrywide. Of this number, more than 82% were girls under 18, whereas women represented more or less than 17%.

Despite the development of appropriate policies and the enactment of different laws that promote gender equality, prevent and punish acts of SGBV, gender-based violence continues to hold back gender promotion and other development efforts. This is main attributed to limited awareness of human rights, culture of silence due to stigma; poor communication on sexuality within the family, limited community dialogue on sexual and gender- based violence, gender roles and norms that vest men

with greater access to and control over power and resources. Overall, there was limited education on the topic as a preventative measure, worsened by inadequate services for survivors of GBV in terms of psycho-therapy and social support, legal aid, medical services and other appropriate services to survivors of GBV.

The Solution

The Rwanda National Police created a special desk in 2001 to comprehensively investigate cases of SGBV and to conduct mass campaigns as a way of prevention mechanism. In 2009, the Police recognized the need to have a holistic package of services in one place to reduce the costs and time spent by victims before accessing services and for timely justice. The Isange One Stop Center was thus established to provide comprehensive, timely, affordable, quality services to child, domestic and gender based violence survivors. The word Isange is a Kinyarwanda word literally meaning “feel at home”.

The centre is the only one in Rwanda with a forensic department and forensic specialists and it provides a range of services from medical, legal, psychosocial and social integration. It also has a safe room for victims. The centre is staffed with social workers, nurses, doctors, psychologists and policemen.

On the prevention side, the centre engages a multitude of stakeholders such as local authorities, women councils, committees for gender based violence, non-governmental organizations, donor agencies and the government to raise awareness among the public and to mobilize resources required for effective service delivery to GBV survivors. Media campaign strategy includes Police magazines, posters, brochures, calendars, TV and radio spots, news papers and documentary films, which all portray the role of the community in the fight against SGBV, messages sensitizing the public on the scourge and how to access different services.

The response strategy includes free service delivery including medico-legal, medical, legal aid psychosocial/counseling and safe room services in the centre. Survivors who stay in the safe room, receive basic services like feeding, clothing and shelter.

In order to effectively implement the above strategy, the National Police established free telephone hotlines 3512 and 3029, 112 operating nationwide enabling victims to report incidents of SGBV and receive immediate response from service providers. In this regard, other hotlines have been set up including 3945 in the army gender desk and 3677 in prosecution gender desk which facilitate interagency response to SGBV survivors.

Impact and Lessons Learned

Quick service delivery and the level of reporting increased tremendously indicating that the public is informed about the services rendered. On a daily basis, the centre

handles six cases of victims of gender-based violence.

It was realized that having legal and policy frameworks alone cannot address the issue of gender based violence as it is deeply embedded within the socialization process. The major lesson is therefore that the holistic approach of providing a comprehensive package of multi-services to survivors is necessary for adequate and effective responses to violence. Bringing together all partners ranging from government, civil society, faith based organization, communities and the donor community has been of added value to the project success, each of the partners contributing to improved service delivery within their mandates. Collaboration is thus critical for successful implementation of strategies.

EUROPE AND NORTH AMERICA

Bosnia and Herzegovina - 1st Place Winner



Initiative:

Public participation in peace processes

Institution:

Ministry of Security

Description

Increasing women representation and gender balance in the armed forces to enhance gender responsiveness in the design and delivery of security services

Summary

This initiative sought to integrate gender in the armed forces, police, judiciary, and penal institutions in Brčko District with the goal of including the voices of local women in the design of security services and improving the provision of security services to women. The initiative embarked on implementation of national legislation and international instruments to ensure inclusion of women’s civil society organizations in decision-making on security service delivery. Gender equality was included in the curriculum for peacekeeping training and new practices were conducted to create equal employment opportunities for women in missions. A policy of 30% representation of women in new recruitment, and a policy that two deputy ministers must be women were passed.

The Problem

There was limited consideration of perspectives of women in the design of security services by the armed forces in Bosnia and Herzegovina. Women’s rights were not mainstreamed in the provision of security services, despite the fact that they needed these services the most. Gender-based and domestic violence were seen as private matters, with limited intervention from security forces in such matters. Women were still marginalized and largely excluded from politics, with little access to power and forums where policies are created and decisions are made, particularly the bodies that had been working on reforms in the post-conflict years between 1996 and 2000. This initiative had the goal of improving women’s participation in the security sector as a strategy to make it more gender responsive as well as including the voices of women in the design of security services in communities.

The Solution

The initiative sought to integrate gender in the armed forces, police, judiciary, and

penal institutions at the central, entity, and cantonal levels and Brčko District of Bosnia with the goal of improving the provision of security services to women. It worked towards implementing relevant national legislation and international instruments and changing policies and practices of security services and includes civil society organizations working on gender and security in service delivery decisions. Persons were designated to be responsible for gender issues in institutions of defense and security and a police training system that contains standards and principles of gender equality was developed.

Impact and Lessons Learned

The initiative succeeded in increasing the number of women in peacekeeping contingents, including in command positions, in pre deployment training and education, in mission support roles. In the police, two women were promoted to the rank of independent inspector, a position previously not held by a woman. Additionally, a woman was appointed to the position of president of the National Security Council. The Border Police now systematically cooperate with Civil Society Organizations (CSOs) on preventing and addressing human trafficking. The community security forum in Prijedor and free legal aid for women in Zenica facilitated inclusive local consultations on local security issues. Community service organizations also developed multidisciplinary teams for the prevention of, and protection from, gender-based violence (GBV) in local communities, as well as several programs working with perpetrators of violence.

The role of women officers is seen as important for facilitating communication with victims of domestic violence. It emerged that inclusion of women in the security services and in the security sector reform enhances responsiveness of security services. Another lesson learned was that security institutions cooperate generally well with centres for social work in providing services to victims of gender based and domestic violence.

Spain – 2nd Place Winner



Initiative:

Zero Tolerance for Violence against Women

Institution:

Bilbao City Council

Description

Improving prevention and care for survivors of domestic violence through multi-sector intervention

Summary

Bilbao City Council adopted the decision to launch a multi-sectoral intervention to improve prevention and care for survivors of domestic violence. Prevention training was conducted in schools, health workers, police and legal counsel were trained, minority groups and vulnerable women were targeted for awareness campaigns, and measures were undertaken to strengthen municipal service capacity in the most vulnerable areas of the city.

In 2010, 100% of the victims who filed a complaint or requested a protective order at the police station, were assisted by the legal services and social services, providing advice, support and provided safe shelter immediately. 62.5% of women treated for emergency social services decided to join the municipal program to begin the process of intervention, with an average duration exceeding one year. The intervention program has approximately 500 women participating annually. Children of the victims are also provided with psychosocial support and of the women using the services provided, the average user satisfaction score given to the program's operation was 9.1 (out of 10), as compared to 8.8 in 2009. 100% of the victims who come to the Municipal Police Commissioners have not exceeded 60 minutes of waiting for lodging a complaint and requesting a protective order.

The Problem

Equality of women and men is a fundamental right for all people, and its recognition and protection is a valuable asset for democracy. Therefore, it is one of the fundamental principles of action of the City of Bilbao, that works for a free and fair Bilbao society, in which women and men, regardless their racial or ethnic origin, religion, disability, sexual orientation, gender or language, are guaranteed, in equal conditions, the exercise of their civil, political, economic, social, cultural and other fundamental rights. An example of persistent inequality of power between men and women is gender violence, the male violence, which is the most common crime in the world

and one of the most serious forms of human rights violation that affects and involves all citizens.

According to data provided by the Basque Government, reports of domestic violence are calculated to have a yearly increase of 11.8 per cent, and it is estimated that, by 2016, the number of potential victims claimants of social services in the Basque Country will increase to 8,806 women, of which 4,834 are residents of Biscay, with a high percentage from Bilbao.

Although there are still many women who, for various reasons, do not denounce their abusers, the social awareness, combined with the individual and public consciousness and the impact of public measures, have led to a steady increase in complaints for this cause.

The institutional response to the increase in complaints related to domestic violence. The main problems were poor responsiveness in prevention of gender violence and in assisting victims; inefficient use of public financial and human resources in addressing the challenge and unclear procedures for victims to deal with their situations, leading them to wander from one office to the other with little success in the administrative chaos.

The Solution

A specialized multi-sector service was created, with a different approach in based on analysis, planning, attention and service to the victims of male violence. In 2010, 100 per cent of the victims who go the Municipal Police to lodge a complaint or request an order of protection were assisted at the police station by the legal and social services, providing advice, support and safe shelter immediately. A total of 62.5 per cent of women treated for emergency social services decided to join the municipal program to begin the process of intervention, with an average duration exceeding one year. There was an internal management improvement that led to the strengthening of the multi-sector team work; improved and innovated services; public recognition of good work; direct citizen orientation; and the facilitation of the coordination with other relevant administrations.

Thanks to increased synergies among various departments, more and more victims of domestic violence are reporting their situation, and the number of those who decide to join the Municipal Intervention Program in order to recover a life free of violence for themselves and their children is also increasing. As a result of the analysis and sectoral planning of the program, children of the victims are no longer merely accompanying their mothers – they are now being treated by staff specialized in children as direct victims of violence, in a way that, with the consent of the mother, the possible damage that they may have suffered is analyzed, not only physical, but also psychological, so the required measures and treatment for repairing the damage can

be adopted.

Women who attended the service have positively evaluated the program's operation, giving a score of 9.1 (out of 10). This shows the consolidation of the program, which received a score of 8.8 in 2009.

Impact and Lessons Learned

The impact is measured through, among other factors, the indicators of satisfaction of the citizens. The average user satisfaction score given to the program's operation was 9.1 (out of 10), as compared to 8.8 in 2009.

For the users, there are 16 explicit commitments of intervention. 100 per cent of the women who go to the Municipal Police receive attention from the Municipal Services of Social Urgencies (SMUS); 98.9 per cent of the women served by the SMUS are contacted by the Gender Violence Service; over 76 per cent of the contacted cases initiate a process of intervention; and more accessible and transparent information, available in eight languages, adapted to people with hearing and/or visual impairments. Moreover, channels of communication were established through the following means: directly to social workers, email, phone, submission of complaints and suggestions with the commitment to respond within 15 days.

Among the lessons learned are: the importance of cultural diversity and respect – adaptation to specific necessities and expectations; change of attitude among professionals thanks to prevention, detection, assistance and victims' follow-up tools; creation of specific improvement teams; development of specialized services.

LATIN AMERICA AND THE CARIBBEAN

Brazil - 1st Place Winner



Initiative:

Chapeu de Palha

Institution:

Pernambuco State Secretariat for Women

Description

Training and equipping women with skills to access broader employment opportunities

Summary

Chapéu de Palha is an innovative program run by the Secretariat for Women's Policies of the State of Pernambuco (SecMulher). Launched in 2007, the program builds on an existing safety net program and provides training for women to leave low paid and hard labor jobs in order to enter a rapidly expanding labor market in construction (plastering, soldering, plumbing, electricians) that is providing employment opportunities that women have historically been unable to access. Training is also offered on rights, and personal and professional development. Quantitative and qualitative evaluations with the women beneficiaries have been extremely positive. Initial success led to the initiative being expanded to the areas where there is intensive irrigated horticulture. It has successfully demonstrated that social programs with a cash transfer and skills training component can serve as an entry point for transformative interventions that challenge gender stereotypes.

The Problem

Before the initiative began, rural women in the sugar cane zone of Pernambuco had limited opportunities. Women either worked on the sugar cane fields, rising in the early hours to cook food for their families before setting off to work in the scorching hot sun, or had a life that revolved around husband, house – including often not only housework but also subsistence production and the care of small livestock - and children. Levels of domestic violence were very high: women had few exit routes, nor sufficient recourse to justice to address the embedded culture of violence against women. Levels of literacy amongst women were very low, and women suffered poor health and limited access to health care, exploitation at work and domination at home, oppressions exacerbated by pervasive racism.

Prior to the Chapéu de Palha programme, few economic empowerment initiatives reached Pernambuco's rural women. Those training courses that were provided by the government were largely inaccessible to women, either because the entry requirements were so high or because of internalised barriers to women training to do jobs that were considered to be those done by men. It was difficult for women farmers to gain access to technical assistance from agricultural extension workers, who were always men and who reproduced the androcentric bias that made women's productive work invisible, and who failed to value or support women producers' initiatives.

Little effort was made to enable women to gain access to the service sector.

The Solution

The Chapéu de Palha programme was originally conceived as an emergency programme to assist the families of sugar cane workers who faced starvation during the period between the sugar cane harvests. When he came to office, the Governor of Pernambuco, Eduardo Campos, saw the potential that the programme offered to pursue a broader development agenda. Launched in 2007, the programme builds on an existing safety net programme developed to keep hundreds of thousands of families from hunger in the period between the harvests in the sugar cane plantations that provide one of the few sources of employment in the poorest parts of the state. It provides training for women to exit jobs that have changed little since the days of slavery, and to enter a rapidly expanding labour market in construction that is providing employment opportunities that women have historically been unable to access. Trainees are paid a stipend and provided with childcare, transport and food to enable them to participate in the courses. Initial success led to the initiative being expanded to the areas of the state where there is intensive irrigated horticulture. To date, almost 39,000 women have graduated from the programme.

The programme has negotiated with state training institutions to lowering the entry requirements for vocational courses, giving women opportunities to learn the construction skills (plastering, soldering, plumbing, electrics) that are currently much in demand in the state, thus challenging limiting notions that keep women out of “men’s jobs” and providing women with a broader range of employment opportunities.

Impact and Lessons Learned

Through partnership with civil society organizations, the programme has helped to strengthen a network of women’s organizations throughout the poorest parts of the state, whose role in implementing policies for women extends beyond this programme to raising awareness on domestic violence and mobilising women to claim their rights.

Chapéu de Palha demonstrates that social programmes with a cash transfer and skills training component can serve as an entry point for transformative interventions that challenge gender stereotypes and go beyond targeting women in their reproductive roles. Women have gained greater self-esteem, know their rights to expand their horizons and gained greater clarity about the boundaries of acceptable behavior.

A simple but obvious lesson from the programme is that in order for poor and marginalized women to participate, they need to be provided with the means to do so – childcare, transport and something to eat. By paying attention to what women need to be able to take part, the programme has also demonstrated to them that they matter.

The programme shows that when accompanied by capacity development within civil society, training institutions and the state, and fostering networks of women’s organizations at the local level, such interventions can build longer-term basis for empowerment. Through these partnerships, the programme has been implemented in a way that has ensured transparency and accountability, thus circumventing clientelism.

Mexico – 2nd Place Winner

Initiative:

Daycare Program to Support Mothers

Institution:

Secretary of Social Development (Secretaria de Desarrollo Social)



Description

Improving the economic situation of mothers by providing child care services

Summary

The National Survey of Employment and Social Security, IMSS INEGI (2004) noted that, of the nearly two and a half million children under 6 years, only 7.6 per cent attended day care. From 2007 to 2011, the program has promoted the creation of 11,000 childcare facilities, of which 9,049 are presently operating and serving a total of 273,670 children. The program serves 1,213 municipalities, which include 374 municipalities with a high or very high degree of marginalization and 425 municipalities with a predominantly indigenous population. Surveys report that 85 per cent of mothers and fathers benefitting from the program believe their economic situation has improved; 94 per cent say their employment status has improved; and 87 per cent say that their family life has improved. In addition, the majority of parents report an improvement in their children's abilities since entering the program.

The Problem

The Program began its operation in 2007. In the years prior to this project, Mexico was undergoing a parallel phenomenon: an increased participation of women in the labor market and the inadequate supply of child care services.

There had been an increasing participation of women in the labor market due, in part, to the poverty in Mexican households, thus there was the need for them to contribute to the family income. The country has seen a massive influx of women into the labor market since the early 50s. In the period from 1950 to 2005, the female population economically active increased from 13.63 to 35.45 per cent.

According to the National Employment Survey of 2004, only 35 per cent of the female population was employed in the formal economy, meaning that less than half of the female population that was in the labor market had access to social security benefits, including day care service. In 2006, social security institutions such as the Mexican Social Security Institute (IMSS) and the Institute for Social Security and Services for State Workers (ISSSTE) had only 1,907 kindergartens catered to 246,487 children. The National Survey of Employment and Social Security – INEGI IMSS

(2004) noted that of the nearly two and a half million children under age 6 in the care of others, only 7.6 % attended day care.

With the increase in female participation in the labor market and the lack of child care, there was a need to develop gender-sensitive services that would enable the conciliation of work and family life of women, especially of those that, given their integration into the labor market, did not have access to social security. The above becomes even more relevant when considering the projections presented by the National Population Council (CONAPO), which indicated that in 2007, the female population of reproductive age (15-45 years) would be almost 28 million and that children younger than 6 years would add to more than 13.5 million. For that and the following years, there would not only be more women working, but also more children with the need to be in a safe caring space.

The Solution

From 2007 to 2011, the program has promoted the creation of 11,000 childcare facilities, of which 9,049 are currently operating and affiliated to the network. Such facilities serve 273,670 children – of which 3,420 have some form of disability –, benefiting 257,505 households, in which there are 252,200 working mothers and 5,305 single fathers. The children currently attending the program are equivalent to 117.9 per cent of the children that were served by IMSS and ISSSTE together in the month of June 2011. The program has nationwide presence. It serves 1,213 municipalities, including 374 municipalities with high or very high degree of marginalization, as well as 425 municipalities with predominantly indigenous population

Impact and Lessons Learned

Over 90 per cent of beneficiary parents considered perceived the daycare centers to be a place where their children learn and receive affection, in addition to being a clean and safe place. A total of 94.4 per cent believe that the head and assistants of the daycare are sufficiently prepared to care for their children.

Additionally, some qualitative data obtained through perception surveys targeting the beneficiaries of the program indicate that 85 per cent of beneficiary parents believe their economic situation has improved, 94 per cent say it has improved their working conditions, and 87 per cent say it has improved their family situation. A total of 33 per cent of the sample did not work before joining the program. Currently, 75.7 per cent of this sample works, 10.7 per cent studies and 9.7 are looking for jobs. On the other hand, 57 per cent of the beneficiaries indicated that the main reason they did not work before was because they had nowhere to leave their children.

The Daycare Program to Support Mothers has achieved its objective of contributing, by increasing the supply of child care spaces and care, to reduce the backlog in ac-

cess and retention in the work of mothers who work, study or are seeking for jobs, as well as single parents with children or that have children in their care in households that meet the eligibility criteria. The Program has not only increased the number of Mexican women entering the labor market, but also promoted social empowerment and greater independence so they can conduct activities required by their personal projects.

In five years of operation, the program catered a total of 943,657 children and a total of 836,254 households. These results were achieved through the linkage between public and private institutions, civil society and even educational institutions; additionally, it was created a strong bond of cooperation between the Federation, States and Municipalities to assist in obtaining a more equitable society and equal opportunities for men and women.

WESTERN ASIA

United Arab Emirates - 1st Place Winner



Initiative:

Inclusion of Women in the Police Force

Institution:

Dubai Police General Headquarters

Description

Promoting gender-responsive delivery of public services, and initiating a human rights approach to the work of the Dubai Police.

Summary

The Dubai Police General Headquarters, established in 1956, is primarily tasked with community service and maintaining security. At the beginning of its inception, the Department focused on the concept of abolition of the differences between sex and nationality at the community level, and also in terms of staff and particularly women. Nevertheless, the efforts of Dubai Police were not meeting the desired outcomes in the area of gender policies, because of the increase in population growth and urbanization in the Emirate of Dubai in particular, and the state in general. This growth led to an increasing number of complaints and petitions, and a growing number of female, both officers and civic employees, who have the right to have gender-responsive policies and social initiatives to protect their needs.

Thus, the department adopted and implemented initiatives to provide care services and support to women in various fields, to the public employees; among these initiatives, the initiative of Dubai Police to develop the Department of Women’s Affairs. Dubai Police General Command was able to achieve its strategic goals through changing the traditional concepts of security authorities, from an authoritarian system to a device that serves the community and helps it.

The Problem

The problem that the department faced was perceived violation of human rights and freedoms of the people by the police in the Arab states during the exercise of their legal duty. There was no mechanism of monitoring and validating these claims and the United Arab Emirates identified a need to address this issue and have a systematic way of handling complaints of human rights violations.

The Solution

The Department’s leadership was keen on the respect for rights and freedoms set

forth in the Constitution of the United Arab Emirates, and to give a clear picture of the State as an advocator for respecting the rights of all citizens and residents on its territory without discrimination, and recognizing human rights and protecting them on a humanitarian, legal, religious, and security level: such as the right speech and expression, private property, education, work, and the rule of social justice and equality. For the aforementioned reason, as well as reports from international human rights organizations publishing the violations of rights and freedoms of some security agencies, the police developed an organizational unit to monitor the respect for human rights and work against any violations of the law and human morality, in addition to providing social and humanitarian services. To ensure the success of this initiative, the Department developed goals aligned with its strategy to investigate complaints from the public against the actions of police officers and reduce complaints.

The Dubai Police General Head Quarter adopted and implemented initiatives to provide care services to support women in various fields of public employment within the police force. Among these initiatives they created a Dubai Police Department of Women's Affairs and a police monitoring unit for the respect of human rights, working on care and maintenance of any violations against the law and human trafficking. These new units paved the way for the General Command of Dubai Police to achieve its goals of strategic change of the traditional concept of security – away from authoritarian attitudes and towards service to the community. This service to the community was critical in order to meet all the needs and expectations of citizens and individuals of all nationalities.

The target was to process 100% of the complaints and grievances submitted and respond to them within 7 working days (from 2007 to 2008 -2009) an increase of 100%. Methodologies and working procedures were developed according to the targets and objectives of the Department and the Government of Dubai, and the laws and the Constitution of the State.

Impact and Lessons Learned

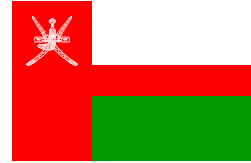
The rate of complaints of human rights violations was (0.0785 complaints) per 1000 employees in 2008, and in 2009 the rate was (0.0357 complaints) per 1000 employees and in 2010 the rate was (0.15 complaints). The increase in complaints was seen as the impact of the police opening its doors. The goal of supporting the victims of human trafficking was reached by a 100% increase in the number of victims provided with services. Additionally, 90% of services were provided to women within 5 working days in 2010.

The most important lesson learned is that putting in place the necessary institutional structures is key to implementing gender-responsive policies. Involvement of women in the department has contributed to the successful implementation of policies.

Oman – 2nd Place Winner

Initiative:

Reduce Childhood Mortality Rate: Infants and Children under 5 years of Age



Institution:

Ministry of Health

Description

Reducing child mortality rate by providing holistic primary care for pregnant women

Summary

Oman has been successful in reducing the maternal mortality rate in childbirth from 22 (per 100,000 live births) in 1995 to 13.4 in 2009 and Infant Mortality Rate of 20 (per 1000 live births) in 1995 to 9.6 in 2009. This was attributed to comprehensive healthcare services for mother and child and with an IT-based Mother and Child system, the progress of pregnant mothers and children development under the age of 5 is carefully monitored to ensure full survival.

The Problem

Before the automation pre-natal check-up, services, and follow-up for mother and child health were done manually. For the pre-natal check-up, a manual record was stored in the green card. The green card check-up and follow-up activities were strictly kept with the doctors and health institutions. The necessary medical follow-ups were not closely monitored and as a result, pregnant mothers' health was affected. Women were also required to provide all their personal data for every pregnancy in the green card. Every pregnancy was treated separately and there was no continuity in personal and medical information. Since, medical check-up was scheduled manually with no appointment system, very often the women had to wait a long time at the medical center or clinic for their check-up. There was no standardized manner in which the pregnant women were educated on the medical check-ups required during the course of their pregnancy. Immunization programmes were managed by a different department and there was no mechanism for this department to have access to information on the child from birth. In addition, the units providing health care also did not access this information and treatment of diseases was not done in a holistic manner.

The Solution

The initiative focused on providing a holistic primary care for pregnant women (pre-natal and post natal care) at all medical centers and towards birth at the tertiary hos-

pital. Their records are made available throughout their pregnancy from primary healthcare center to the hospital through the automated electronic healthcare system. The system records the birth history and the prenatal care for mother and child, and then transfers the information to the Primary care system which will then be extended to the child. If there were missing information, the doctor will be alerted on missing activities and follow-up actions will be taken. With a mandatory process along with a structured tests and immunization programme, the development of the child was carefully monitored and assessed. The automated system allows for a systematic examination of the patient because it applies enforcements and restrictions when entering certain fields, ensuring that mandatory data is entered and entered data is not modified after a certain time so that it does not lose authenticity. The checklist embedded within the system enables healthcare givers to provide better pre-natal and post natal care including advice on birth control or fertility programme if required.

An electronic appointment system was also implemented in which appointments can be scheduled at appropriate time, reducing the waiting time to 30 minutes. Patients are managed better because the system creates defaulters and automatically sends SMS reminders within 48 hours for immunization and examination appointments. Information is now shared and linked with other health programs such as school health, nutrition, which previously were recorded vertically.

Impact and Lessons Learned

The program reduced the mortality rate of children under the age of 5 years from 35 per 1000 births in 1990 to 12 in 2009 and reduced the Infant Mortality rate from 29 per 1000 births in 1990 to 9.6 in 2009. Oman has also been successful in reducing the maternal mortality rate in childbirth from 22 (per 100,000 live births) in 1995 to 13.4 in 2009. All medical staff is up to date with the practices of childhood illnesses management and mother-care management. Patient files no longer go missing and patient information is stored on an electronic database. The information is shared and linked with other health programs such as school health and nutrition, which provides better monitoring of the children's' health.

Good Practices and Innovations in Public Governance

Part Three: Lessons Learned



The Impact of the United Nations Public Service Awards

Introduction

Improvements in the delivery of public services contribute greatly to good governance for the achievement of international development goals. The UNPSA Programme inspires public servants all over the world to work towards perfecting their approaches, methodologies, practices, systems and processes, in the delivery of public services. Coupled with the United Nations Public Service Day celebrations, the Awards Programme has enhanced the visibility and transferability of innovations, as well as opportunities for sharing experience on the improvement of public service performance. Increasing knowledge about successful experiences in public administration is a catalyst for change in other public organisations.

The UNPSA Programme is the only global recognition, which acknowledges and encourages public organisations and agencies around the world at national or sub-national level; as well as public-private partnerships to achieve excellence in the public service.

As in the private sector, the public sector has to be able to unleash the creativity, resourcefulness and initiative of its employees to be able to keep pace with our rapidly changing world. The Public Service Awards are an important instrument to encourage this trend in all countries of the world.

In 2010, the Secretary-General, Mr. Ban Ki-Moon, delivered a statement on the occasion of United Nations Public Service Day and stated that *“In an era of increasingly complex challenges, from climate change to food insecurity and the financial and economic crisis, the world needs its public servants to be more creative and talented than ever. ... On this Public Service Day, I thank all people who currently work in service of their town, city or country, and I encourage young citizens everywhere to explore the dynamic and diverse careers that exist today in public service.”**

As mentioned by the Deputy Secretary-General of the United Nations, Dr. Asha-Rose Migiros, at the UNPSA Ceremony held during the 7th Global Forum on Reinventing Government in Vienna in June 2007: *“The winners of the 2007 UNPSA have made countless efforts and shown a strong commitment to the search for new means, approaches, and work methods to improve the performance of the public sector. Their imagination and determination in finding effective solutions to governance challenges should be an inspiration to all of us.”*

Since its launching in 2003, governments around the world have shown and expressed their strong interest for the UNPSA Programme: not only has the number of

*<http://unpan1.un.org/intradoc/groups/public/documents/un-dpadm/unpan039739.pdf>

applications received year after year by the Division for Public Administration increased, but the division has also provided positive feed-back questionnaire, sent every year to evaluate and assess the impact of winning the UNPSA Awards.

Most of the answers received highlighted that innovation became more institutionalized, and all of them developed other innovations since they received the UNPSA Award. Winning the UNPSA also greatly enhanced the morale of the winning institutions personnel and thus encouraged a positive environment for change. Organisations, and their success has been featured in many newspapers and broadcast on local and/or national networks. Winning institutions generally seek innovations to replicate among other winners' successful practices. For more information about the UNPSA media coverage since 2003, please go to: www.unpan.org/unpsa

How Winning the UNPSA Promotes Further Innovations in Government

Putting People at the Centre of Decision-making about Poverty Alleviation: the Ubudehe Initiative in Rwanda

The *Ubudehe* initiative, which promotes citizen engagement and participation in governance programmes for poverty alleviation, has been replicated by other local development organisations. Moreover, the Ministry of Local Government is discussing with the Ministry of Cooperatives how to expand the Ubudehe initiative so that it is transformed into a village cooperative at the local level throughout the country. Preliminary discussion has also been initiated with Burundi, a neighbouring country, which intends to replicate this new approach. Since winning the United Nations Public Service Awards in June 2008, the *Ubudehe* has increased its national and international recognition as demonstrated by the fact that it has received additional funding from the European Development Fund in the amount of €375,000. Other donors and various NGOs partners are now using the “Ubudehe approach” in different sectors. For example, the Ministry of Health is using the Ubudehe approach to identify the poorest people through Ubudehe mapping so that they can receive an insurance health card.

The winning of the 2008 UNPSA was celebrated at the national level together with the ceremony for the best implementation of the Ubudehe at the village level. One village and one household per district were selected for best “Ubudehe” practice and received an Award. Moreover, three villages and three households (Ubudehe best practice) received an Award from the European Development Fund. Around 2,000 people from all over the country were invited to Kigali to celebrate this event presided over by the President of the Republic, cabinet members and donors; took part and received the United Nations Public Service Award and testimonies from different districts.

Giving Citizens a “key” to Their Own Business: the Economic Development Bank (EDB), The Commonwealth of Puerto Rico

With “*La llave para tu negocio*”, the EDB has provided new entrepreneurs with a “*key to realize their dreams*”. This initiative has strengthened Puerto Rico’s economy by providing new entrepreneurs with up to 100% funding for their project up to \$50M, without any initial deposit or guarantee with a fixed interest rate for ten years. It has also created over 1,000 businesses increasing employment rates. For companies that were already doing well at the local level, but wanted to export their goods, the EDB has provided them with a new opportunity to become more competitive internationally.

As a result of being one of the finalists of the 2008 UNPSA Programme, the EDB has become more prone to innovation and has registered an increase in the morale of its staff. Moreover, the EDB has further innovated its programmes and services. For example, it has launched a new programme, which goes beyond the mission of the Bank, entitled: “*The Other Side of Our Bank*”. As part of this programme, the EDB is seeking to collaborate with other government agencies, including the Puerto Rican Industrial Development Company (PRIDCO), to promote companies based on technology, and it has widened the spectrum of industries it serves.

In addition, the EDB has highlighted that this initiative has opened up new ways of doing business, and that it is presently seeking to promote community development through entrepreneurship. In fact, the EDB has created new avenues to sponsor corporate responsibility programs. First, it is creating the first Microfinance Institution in Puerto Rico, a public – private capital investment program to finance micro entrepreneurs who are not able to access traditional banks or even the programs of the EDB. This new programme is aimed at financing products and services of the disadvantaged, an economic sector of the Island, which needs to have a particular approach in order to prosper. Therefore, EDB intends to enable the poor to become positive agents of change in their own lives. This initiative is supported by “*Puerto Rico Emprende*”, an EDB program, which promotes collaboration among NGOs, the public and private sectors working together with one mission and vision: to amplify and link the distribution channels of the private sector by supporting entrepreneurship through programs that offer technical support (NGOs), mentorship (Private and Public) and financing (Microfinance Institution) to new entrepreneurs. This Programme aims at transforming the community where entrepreneurs work, but at the same time, it intends to guarantee that the products and services that companies receive are of high quality. The case studies EDB is working on currently are in the following economic sectors: agriculture, tourism, manufacturing and services.

The EDB is also bringing together the government, private sector and universities to strengthen an entrepreneurial culture by providing potential entrepreneurs with technical knowledge, funding and mentorship. By 30 June 2008, the EDB has managed

to approve funding for more than 1,000 “keys” (going beyond its 100% target) to potential entrepreneurs, with over 82% of that funding has already been disbursed. More than 45% of those who have received funding for their own business are women. These new activities have created approximately 9,000 new jobs.

After being recognized by the UNPSA Programme, the President of the Economic Development Bank of Puerto Rico, CPA Annette Montoto, received the Public Servant of the Year Award for the program “*La Llave para tu Negocio*” by a private business and entrepreneurs’ association. Until now, Puerto Rico is the only nation that has provided high risk financing to promote entrepreneurship and create jobs, contributing directly to the economic growth of the Island, but is more than willing to share its knowledge on how to implement this initiative in other countries of the region.

As a result of being one of the finalists of the 2008 UNPSA Programme, the EDB received significant national media coverage and had the opportunity to present its initiative in local newspapers such as *El Nuevo Día* (the main newspaper on the Island), *El Vocero*, *Primera Hora*, *Caribbean Business* and *San Juan Star*, as well as on television networks, including Telemundo Channel 2, Wapa América Channel 4, the Public Broadcast System on Channel 6 and Univisión, Channel 11.

Bringing Health Services to the People in Remote Areas: The Phelophepa Train of South Africa

The Phelophepa Health Care Train is a special case in its ability to provide mobile health services that go beyond the treatment of diseases and illnesses and provide health education as means of prevention while covering a vast geographical area. Winning the UNPSA in 2008 has energized the Management of this public-private initiative that is now seeking new ways to continue to innovate and use technology effectively in new and technology, and public service delivery areas. The Phelophepa has also won the Impumelelo Award from Impumelelo Innovations Awards Trust, a South African organisation.

e-Public Procurement Service, Republic of Korea

Winner of a United Nations Public Service Award 2003 in the category “Innovations in the Public Service”, the Public Procurement Service (PPS) has undergone a major reform to reduce inefficiency and eliminate irregularities.

Since receiving the UNPSA, PPS promoted several innovations. First, they have introduced a series of new services more convenient and available to customers to make their business lines more customer-oriented. PPS also developed a custom-tailored service for construction services. In the past, PPS used to provide bidding and contract services only. Customer agencies without technicians were having difficulties planning, designing, analyzing cost, and assessing through the whole process. PPS qualified technicians are now

performing those services on behalf of the customer agency, according to its needs.

Second, they further improved their e-procurement system by adding more convenient features among others such as, Personal Digital Assistant (PDA) mobile service, e-catalogue services, e-mail for the public procurement, and Radio Frequency Identification (RFID).

Last, PPS adopted a performance based personnel management policy to motivate employees to be more prone to innovation. The more they achieve, the more they will be compensated in terms of monetary benefits or promotion. To implement this policy in a transparent and objective way, PPS built a Balance Score Card (BSC) system, to evaluate each employee by the scores of this system.

Many public organisations in Korea benchmarked the PPS successful practice. Though it has not been strictly replicated due to different environments and services provided, the processes implemented and the way obstacles were overcome have inspired these organisations.

Many countries have also benchmarked KONEPS – the official brand name of the Korean government e-procurement system. Officials from more than 90 countries studied it, either by visiting PPS or by attending trainings. Vietnam and Pakistan led a feasibility study – conducted with PPS – to adopt the e-procurement system, and Vietnam recently passed a law aiming at introducing e-procurement.

Ettablissement autonome de contrôle et de coordination des exportations (EACCE), Morocco

Winner of the United Nations Public Service Award 2005 in the category “Improving the delivery of services”, the Autonomous Establishment for the Control and Coordination of Exports (EACCE), implemented innovative strategies to conduct more efficiently the quality control of fruits and vegetables for exports. These strategies included in a revitalization of human resources, decentralization and enhancement of control facilities, and collaboration between public and private entities. These reforms significantly impacted the international competitiveness of domestic enterprises.

Since receiving the UNPSA, EACCE promoted two innovative projects. They implemented the e-eacce system, an online system allowing the user to perform, from home, administrative requirements for the establishment of their business, and oversight services for operators to carry out in-house controls aiming at significantly lessening official controls.

The Moroccan government took advantage of this successful initiative: a similar project promoting e-government is being implemented in Morocco and it will enable citizens nationwide to download major administrative documents through the Internet.

South African Police Service, South Africa

Winner of a United Nations Public Service Award 2004 in the category “Innovations in the Public Service”, the South African authorities decided in July 1999 to make the public service more efficient and to make the delivery of services, especially in rural communities, faster.

The general weakness of policing in the Northern Province (comprised of 89% rural area) were overcome thanks to the introduction of a service delivery program based on innovative strategies: “to do more with less”, to improve Police visibility, to ensure equal access to justice for all and to forge partnerships.

Implementing this program was not isolated from other fundamental changes within the public service. Improving service delivery called for a shift away from inward-looking, bureaucratic systems, processes and attitudes. New ways of working, which placed the public at the centre of public administration processes, enabled a better and faster response to citizens’ needs. The objectives of service delivery included welfare, equity and efficiency.

Since receiving the UNPSA, the South African Police Service remained innovative and promoted creative solutions in fighting crime. Inspired by their successful practice, the Department of Home Affairs and the Department of Labour have built Mobile Units for rural areas. This innovation has been featured in local newspapers and has been broadcasted on national networks, and won the Impumelelo Platinum Award, South African Chamber of Commerce Limpopo region Award for Public Sector and Centre for Public Service Innovation-Standard Bank Award.



Lessons Learned on Innovation in Public Governance

By examining the successful cases of the UNPSA, a number of key principles and strategies for innovation emerge as prominent. Although each case has its own specific challenge and solution, it is important to mention that common denominators can be identified in all innovations.

In order to understand what are the necessary ingredients that turn an innovation into a success, it is important to review what are the steps an innovation has to follow on the way to success. Innovation in government involves agents of change, processes, and mechanisms, as well as value systems and normative orders, technology and resources (not necessarily financial). The will of the people implicated in solving a problem as well as leadership are critical components of the process. In order to learn from and adapt an innovation to one's own context, the following steps can be taken:

- Definition of the problem;
- Establishment of a strategic plan framework;
- Agreement upon and adoption of guidelines;
- Documentation (circumstances, characteristics, results) in broad and diverse forms (through, for example, on-line databases; analytical case studies, video cameras to document the innovation, etc.);
- Dissemination of results;
- Monitoring of implementation;
- Coordination and integration into the policy framework;
- Sustainability of the innovation (institutionalized rather than linked to a particular person).

The experience of the UNPSA exemplifies that in order to consolidate democracy, public services need to be efficient and accessible to all. In order to foster innovation in public service delivery, the following factors are critical to building an enabling environment for innovation, including:

- **Effective leadership:** Leaders at all levels should be committed to enhance the quality of citizens' lives. Their decisions and actions should constantly focus on promoting the well-being of citizens. Therefore, innovation should only be pursued if it has a positive effect on society. Leadership usually means going against the traditional way of doing business; bringing people along to a new way of thinking, or recognizing what needs to be done that nobody else recognizes. Leaders should be determined to take risks and tolerate uncertainties that any change brings about. They should embrace change as an abiding philosophy and focus on innovations as a new thrust for the public service. Leaders'

commitment to innovation will motivate public sector employees, encourage creativity and inspire enthusiasm in them.

- **Interaction with citizens:** Public sector organisations should constantly monitor citizen's needs and expectations in order to respond to citizen's priorities for improvement. They should adopt a citizen-centric focus in reviewing and improving the quality of service delivery. This approach is most likely to lead to innovations that ensure citizen satisfaction. Consulting with citizens and constantly seeking their feedback will allow public service providers to review successes and past performance, and set out effective improvements in the future.
- **Organisational culture supportive of innovation:** It is a culture conducive to risk taking, initiative, creativity, learning and change. In order to build a culture supportive of innovation, people's involvement in the organisation's business should be optimized. Employees should not simply execute commands from the top, but share in the organisation's vision, mission and strategy. Employees should be empowered to take charge, take the initiative and participate in decision-making. In this culture, managers do not categorically reject new ideas as interruption, thus giving a strong negative message. Instead, they welcome new ideas and new approaches and are ready to consider their potential value. Also, they encourage innovators by giving them rewards, recognition and latitude to experiment. In an innovative culture, middle management and front line staff are frequently initiators of innovations, not only implementers. An innovative culture also assumes a fair performance appraisal system, because innovation depends on excellent performance by many people of different disciplines – a culture that tolerates inadequate performance not only begins to destroy innovation but too often destroys careers.
- **Promotion of teamwork:** Teams bring together people with complementary skills and experiences that exceed the capacity of any one of the members, or of the members collectively, but working independently. Teams facilitate the breaking down of barriers between genders, age groups, races, ethnic groups, and geographic biases. The communication skills and network that successful teams develop, creates the capacity to respond quickly and flexibly to new problems and changing environment.
- **Promotion of lifelong learning:** A key success for development and diffusion of innovation in public service delivery is well-educated and well-trained public sector employees. Public officials should be trained to embrace a culture of learning and to see themselves as active agents of change. It is impossible to introduce innovations in public organisations without continuous upgrading of employees' knowledge and skills, as well as without them having access to recent developments in their respective areas of expertise. Currently, distance

learning offers enormous cost-effective opportunities for continuous education. In particular, public sector employees should keep abreast of successful practices in public service delivery in other organisations, both public and private, and in other countries.

- **Embracing diversity:** Because innovation often depends on the ability to see things differently, diversity in terms of the backgrounds and ways of thinking of an organisation's members will enhance its innovativeness. An organisation's diverse workforce is a valuable source of innovative ideas and creative solutions to problems.
- **Knowledge management:** Experience and knowledge in an organisation should be documented in such a way as to be of use in the future. Knowledge gained through daily work must be viewed as an organisational asset, which needs to be protected and disseminated. It is a source of valuable information about an organisation's operations, culture, as well as its strengths and weaknesses. Organisational collective wisdom should be tapped into when considering to introduce new practices – it provides opportunities for not reinventing the wheel.
- **Knowledge-sharing and networking:** There should be exchange of information on innovative practices within and among organisations by publicizing them, organizing meetings, conferences, study visits or establishing award programmes. Creating databases of successful practices is an effective way of disseminating them. Not only will publicizing these good practices help build confidence in the taxpayers that their hard-earned money is being spent wisely; it encourages public organisations to learn about the latest innovative techniques and to identify improvement opportunities in their own areas.
- **Development of flexible processes:** Innovation cannot take place within a rigid interpretation of rules and regulations. Innovators need freedom to act. Without some fairly high level of freedom, not much innovation will occur. At the same time, there is no doubt that in doing this, employees should not violate rules nor should they violate the organisation's code of conduct.
- **Promoting Integration:** Innovation must be oriented to achieving measurable progress. Without a well-planned and managed approach, the routine of day-to-day operations takes over. One response to this may be developing benchmarks, against which to judge the success of innovation efforts. Moreover, comprehensive documentation of an innovation effort can provide material for future reference to other innovators, who can learn from successes and avoid mistakes.

In today's world, greater demands are being made on public servants who are faced with the challenge to do more with less. For this reason, innovation is the best option for the public sector to cope with its tasks in a demanding environment. It should be

noted that innovations are context specific. In other words, it is a relative phenomenon because what constitutes innovation in one cultural or organisational setting may not be so in another. What works here may not work there.

Therefore, “good practices”, which were successful in one country, should not be blindly reproduced in another. Rather, their merits should be studied and tailored to local circumstances. Otherwise, hasty application of such practices will result in considerable costs to developing countries that are struggling with severe resource scarcity and (often) extreme poverty, and may not produce the desired results.

Innovations in public governance can often lead directly and/or indirectly to economic and social development by introducing changes in the following areas:

- **Delivery of services:** changes in access, coverage and speed of service delivery often have an immediate client-oriented culture. These changes often have an immediate effect and get recognized by the citizenry;
- **Processes and working methods of an organisation:** simplification of procedures, computerization, improvement of inter-office communication and overhauls in performance appraisal systems have immediate and long term positive effects on reducing budget expenditures and the costs of running an organisation, as well as increasing the efficiency of operations and performance;
- **Mindset, behaviour and skills:** innovation efforts cannot be sustained without changing the mindset and behavior of public servants. Changes in mindset, behavior and skills require willingness and commitment to continuous learning, and capacity to adapt to different circumstances;
- **Structure:** initiatives that introduce major reforms in the structures of government by, for example, creating new governmental entities, eliminating existing ones and/or shifting responsibilities, usually take longer to implement and may require a substantial amount of resources; and
- **Legal framework/constitution:** these are major changes, which have a far-reaching impact on a country’s economic and social development, affect all stakeholders and determine the direction of public policies.

The ultimate purpose of all the aforementioned changes should be directed at eradicating poverty, promoting people-centred development and ensuring optimal mobilization and use of resources.



This publication provides an overview of 145 successful innovations in governance and public administration from 50 countries that received the United Nations Public Service Awards, which is the most prestigious international recognition of excellence in public service. The purpose of this book is to disseminate, through descriptive case studies, information about innovative practices by looking at the problem that led to an innovation; the solution that was designed and implemented to respond to the specific challenge; the actors and steps involved in the innovation process, and lessons learned. Learning more about how public institutions from around the world have solved difficult governance challenges can be a powerful and inspirational tool for those engaged in improving public sector performance.



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