

This publication provides an overview of 85 successful innovations in governance and public administration from 40 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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Good Practices and Innovations in Public Governance

United Nations Public Service Awards
Winners and Finalists, 2003-2009



UNITED NATIONS

Department of Economic and Social Affairs

Good Practices and Innovations in Public Governance

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UNITED NATIONS

New York, 2009

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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. One of them is the Network of Innovators in Governance in the Mediterranean region launched within the framework of the Programme for Innovation in Public Administration in the Mediterranean Region – InnovMed, and implemented by the Division for Public Administration and Development Management (DPADM) of the United Nations Department of Economic and Social Affairs (UNDESA).

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 and finalists from 2003 to 2009. 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 and finalists 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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John-Mary Kauzya, Chief of the Governance and Public Administration Branch, DPADM, coordinated this project together with Adriana Alberti, Governance and Public Administration Officer and UNPSA Coordinator, DPADM. Adriana Alberti is also the substantive editor of this publication. Valuable contributions were provided by Olivier Munyaneza, UNPSA Administrator, UNDESA; Ariane De Lipkowski, former Associate Expert in Governance; and Sarah Sher. Peggy Brice Bayetassa, United Nations intern at DPADM, DESA provided support in proofreading. This publication was designed by Eliot Sela, a design director consultant. Administrative support was provided by Mary-Elizabeth Danseco.

In elaborating the chapters related to the UNPSA winning and finalists' initiatives, the authors have relied on the information contained in the submission forms of the Awards' annual competition, on UNDESA reports of technical meetings on innovations that won the UNPSA, and on information from the official web-sites of the public organisations awardees.

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Improving Transparency, Accountability, and Responsiveness in the Public Service

2009 Category 1:

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Minority language rights	22
Dialogue benchmarking system	23

2008 Category 1:

Participatory poverty alleviation	39
Online portal redressing grievances	47
Home ownership programme	53
Youth-specific criminal justice	61
Reducing juvenile delinquency	68

2007 Category 1*:

Emphasizing results over compliance	131
Public service enhancement	134
Public procurement accessibility	137
Social security services integration	140
Digital law-making enhancement	143
Public procurement enhancement	146
Extractive Industries transparency	148

2006 Category 1:

Equity in the educational system	173
Online business permit system	175
Internet elections system	177

2005 Category 1:

Govt. problem discussion groups	199
Govt. and NGOs partnerships	200

Improving the Delivery of Public Services

2009 Category 2:

Improving TB cure rate	25
Improving health access	26
Streamlining hospital administration	27
Business registration One-stop-shop	28
Web-based students enrollment	29
Civil registration data retrieval	30

2008 Category 2:

Reducing medical waiting time	73
Health services in remote rural areas	76
People with disabilities jobs' access	82
Holistic and speedier medical care	88
Citizens "key" to their own business	93
Access to public library services	95
Single shared payment system	101

2007 Category 2*:

Access to civil records services	152
Water consumption reduction	154
Facilitating immigration processes	157
Online tax filing system	160
Promoting public officials perform.	162

2006 Category 2:

Efficient health-crisis services	180
Improving e-Government service	182
Bringing justice in timely manner	183
Bringing efficient water supply	185

2005 Category 2:

Decentralizing exports control	203
Employment promotion & training	205
Water shortage hydraulic policy	208

Fostering Participation in Policy-making Decisions through Innovative Mechanisms

2009 Category 3:

Drinking water access and mgmt.	32
City government open online portal	33

2008 Category 3:

University interactive system	105
Communities' public social services	108
Citizen involvement in public affairs	112
Participatory public funds mgmt.	117
General Directorate for participation	122
Women's health & reproductive edu.	125

2007 Category 3*:

Indigenous communities well-being	165
Elections vote-casting improvement	168

Advancing Knowledge Management in Government

2009 Category 4:

Admin. adequate responsive training	35
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Application of Information and Communication Technology (ICT) in Government

2006 Category 3:

Increasing access to business info.	188
Consolidated social security info.	190
Industries and bus. electronic srv.	192

* 2007 finalists initiatives details are not covered in this publication

2005 Category 3:

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2004 Category 4:

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Improvement of Public Service Results

2004 Category 1:

Clean water to rural populations	219
Entrepreneurs' information service	221
Citizens' One-Stop-Shop centre	223

2003 Category 1:

Spurring e-Commerce growth	245
Obtaining official documents easily	248
Reforming custom administration	250
Maintaining urban cleanliness	252

Improvement of the Quality of the Public Service Process

2004 Category 2:

Minimizing public service corruption	227
Public employment management	229
Promoting client-oriented mentality	231
Involving citizens in budgetary proc.	233

2003 Category 2:

Municipal government online portal	254
Water shortages hydraulic policy	256
Automating srv. request procedure	258

Innovations in Public Service

2004 Category 3:

Mobile police in rural community	236
Speeding up data collection	238

2003 Category 3:

Privatizing registration office	261
Electronic procurement system	263
Integrating services at city level	265
Innovation in public admin. dept.	267
Innovating the tax system	269
Reforming educational structures	271

UNPSA Winners and Finalists 2009–2003 At a Glance by Year

2009 UNPSA Winners and Finalists

Category 1: Improving Transparency, Accountability, and Responsiveness in the Public Service				
Region	Country	Initiative	Description	Pg
Asia and the Pacific	Republic of Korea	<i>Real-Time Water Quality Opening Services, Seoul</i>	Establishing an online water assessment system informing residents about their water's quality	21
Europe and North Am.	Canada	<i>French-Language Services Excellence (FLEX), Ontario</i>	Ensuring French language in key public service delivery to protect minorities rights	22
Europe and North Am.	Sweden	<i>City of Piteå, Norrbotten Region</i>	A comprehensive benchmarking system to promote dialogue between government officials and citizens	23

Category 2: Improving the Delivery of Public Services				
Region	Country	Initiative	Description	Pg
Africa	South Africa	<i>Administrative Support for TB Programme, Cape Town</i>	Improving Tuberculosis cure rate by bringing a new layer of staff to strengthened clinics' capacity	25
Africa	Zambia	<i>Integrated Health Services, Itezhi Tezhi District Health Office</i>	Improving the overall health of the community through improving access and utilization	26
Asia and the Pacific	Thailand	<i>Medical Services, Maharaj Nakorn Chiang Mai Hospital</i>	Streamlining hospital admin. processes and forming health care networks with other hospitals	27
Europe and North Am.	Slovenia	<i>One-Stop-Shop for Companies (e-VEM)</i>	Establishing a one-stop-shop for company registration, drastically reducing registration time	28
Western Asia	Egypt	<i>e-Tanseek, University Enrollment Project</i>	Comprehensive web-based application assisting students enrollment in colleges and universities	29
Western Asia	Oman	<i>Civil Status Systems (National Registration System)</i>	A state-of-the-art system designed to store and retrieve data through the Civil Register	30

Category 3: Fostering Participation in Policy-making Decisions through Innovative Mechanisms				
Region	Country	Initiative	Description	Pg
Asia and the Pacific	India	<i>Water and Sanitation Mgmt. Org. (WASMO), Govt. of Gujarat</i>	Providing access to drinking water by engaging citizens in water management	32
Asia and the Pacific	Republic of Korea	<i>Seoul City's Oasis, Seoul Metropolitan Government</i>	Encouraging engagement in city government through open discussions on a new online portal	33

Category 4: Advancing Knowledge Management in Government				
Region	Country	Initiative	Description	Pg
Europe and North Am.	Poland	<i>National School of Public Administration (KSAP)</i>	Transforming public administration's practices and culture by providing adequate responsive training	35



2008 UNPSA Winners and Finalists

Category 1: Improving Transparency, Accountability, and Responsiveness in the Public Service				
Region	Country	Initiative	Description	Pg
Africa	Rwanda	<i>Ubudehe, Common Development Fund, Rwanda</i>	Empowering people to alleviate poverty through participatory decision-making	39
Asia and the Pacific	India	<i>District Lokvani Society Sitapur, Sitapur District of Uttar Pradesh</i>	Redressing citizens' grievances in rural areas through an online portal	47
Asia and the Pacific	Singapore	<i>Home Ownership Programme, Housing and Dvlp. Board</i>	Fulfilling the aspirations of Singaporeans for home ownership through a public housing programme	53
Europe and North Am.	United States	<i>Juvenile Delinquency and Family Violence Court, California</i>	Providing a comprehensive "youth-specific" criminal justice intervention	61
Latin Am., Caribbean	Brazil	<i>Arts and Crafts School Project of Santana de Parnaíba, São Paulo</i>	Reducing juvenile delinquency and poverty by teaching disadvantaged youth restoration skills	68

Category 2: Improving the Delivery of Public Services				
Region	Country	Initiative	Description	Pg
Africa	Botswana	<i>Princess Marina Referral Hospital, Botswana</i>	Reducing "patient waiting time" by integrating medical services through a one-stop shop	73
Africa	South Africa	<i>Transnet-Phelophepa Health Care Train, Johannesburg</i>	Bringing health services in remote rural areas: The Transnet-Phelophepa Health Care Train	76
Asia and the Pacific	Australia	<i>JobAccess, Department of Edu., Employ. & Workplace Relations</i>	Special online portal and phone services to improve access of people with disability to job markets	82
Asia and the Pacific	Thailand	<i>Yasothon Hospital, Thailand</i>	Providing holistic and speedier medical care by integrating services and reshaping work flow	88
Europe and North Am.	Puerto Rico Commonwealth	<i>La llave para tu negocio, Banco de Desarrollo Económico</i>	Giving citizens a "key" to their own business: the Economic Development Bank of Puerto Rico	93
Europe and North Am.	Sweden	<i>Public Library 2007, Umeå Region, Sweden</i>	Increasing access to public library services, especially for the disabled	95
Western Asia	Saudi Arabia	<i>SADAD Payment System, SA Monetary Agency, Riyadh</i>	Single shared national platform payment system to promote efficiency and equality	101

Category 3: Fostering Participation in Policy-making Decisions through Innovative Mechanisms				
Region	Country	Initiative	Description	Pg
Africa	Tunisia	<i>Online Academic Orientation Service</i>	Providing university students with an interactive and participative online system	105
Asia and the Pacific	India	<i>Public Institutions and Services, Government of Nagaland</i>	Empowering local communities to manage essential public social services	108
Asia and the Pacific	Republic of Korea	<i>Information System Planning Bureau, Seoul Metropolitan Govt.</i>	Cyber Policy Forum to boost online citizen involvement in public affairs	112
Europe and North Am.	Germany	<i>City of Cologne, Germany</i>	Ensuring citizens participation in decision-making regarding public funds	117
Europe and North Am.	Spain	<i>Participation in Policy-making Decisions, Govt. of Catalonia</i>	Promoting citizen engagement by establishing a General Directorate for Participation	122
Western Asia	Jordan	<i>Family Planning, the Higher Population Council, Amman</i>	Promoting family planning and empowering women through health and reproductive education	125

2007 UNPSA Winners*

Category 1: Improving Transparency, Accountability, and Responsiveness in the Public Service				
Region	Country	Initiative	Description	Pg
Africa	Kenya	<i>Performance Contracts Steering Committee Secretariat</i>	Emphasising results over process compliance by introducing a performance-based contracting system	131
Asia and the Pacific	Australia	<i>State of the Service Report, Public Service Commission</i>	Enhancing public service performance and accountability through the State of Service Report	134
Asia and the Pacific	India	<i>e-Procurement Project, Andhra Pradesh, Sitapur District (UP)</i>	Making public procurement more efficient and transparent with an accessible online portal	137
Asia and the Pacific	Singapore	<i>Progress Package, Ministry of Finance, Ministry of Manpower</i>	Providing the disadvantaged resources and social benefits by integrating social security services	140
Europe and North Am.	Austria	<i>Electronic law making processes (eLaw), Federal Chancellery</i>	Enhancing law-making process transparency and efficiency with a digital law-making system	143
Latin Am., Caribbean	Chile	<i>ChileCompra, Ministry of Finance</i>	Making public procurement easier, less costly and more transparent	146
Western Asia	Azerbaijan	<i>Extractive Industries Transparency Initiative</i>	Making the extractive industries more transparent and efficient	148

Category 2: Improving the Delivery of Public Services

Region	Country	Initiative	Description	Pg
Africa	Morocco	<i>eFez project, Arrondissement Agdal, Fez, Morocco</i>	Ensuring access of all citizens to civil records services through the creation of an online portal	152
Africa	South Africa	<i>eThekweni Municipality Water and Sanitation Debt Relief</i>	Reducing the consumption of water and encouraging citizens to pay for water use	154
Asia and the Pacific	Republic of Korea	<i>Korea Immigration Smart Service (KISS), Justice Ministry</i>	Making immigration processes easier, faster and secured through an integrated system	157
Western Asia	Lebanon	<i>Taxpayer Service, Ministry of Finance</i>	Making it easy and fast to file taxes through an online filing system	160
Western Asia	United Arab Emirates	<i>Dubai Government Excellence Programme</i>	Promoting high performance in government by rewarding and motivating public officials	162

Category 3: Fostering Participation in Policy-making Decisions through Innovative Mechanisms

Region	Country	Initiative	Description	Pg
Europe and North Am.	Canada	<i>Tli Cho Community Services Agency</i>	Increasing the well-being of indigenous communities through participatory management	165
Europe and North Am.	Switzerland	<i>e-Government Project (e-voting) Statistical Office Canton Zurich</i>	Making it easier and faster to cast votes in elections	168

* 2007 finalists initiatives details are not covered in this publication



2006 UNPSA Winners

Category 1: Improving Transparency, Accountability, and Responsiveness in the Public Service

Region	Country	Initiative	Description	Pg
Africa	Rwanda	<i>Assessment and Evaluation for Reconciliation, RNEC</i>	Providing equity in the educational system by increasing transparency and accountability	173
Asia and the Pacific	Singapore	<i>Integrated Work Permit Online Services, Work Pass Division</i>	Meeting the business community needs by creating an online work permit system	175
Europe and North Am.	Netherlands	<i>Rinjlant Internet Election System, Rinjlant District</i>	Deepening democracy by enabling free and transparent Internet elections (RIES)	177

Category 2: Improving the Delivery of Public Services

Region	Country	Initiative	Description	Pg
Africa	Zambia	<i>Masaiti District Health Mgmt. Board, Copperbelt Province</i>	Making service delivery more efficient and responsive to the population's health crisis needs	180
Asia and the Pacific	India	<i>Online Delivery of Land Records, Govt. of Karnataka</i>	Improving e-Government service delivery by serving on a "first-come-first-served" basis	182
Europe and North Am.	Canada	<i>Domestic Violence Project, Manitoba Provincial Court</i>	Bringing justice to all citizens in an appropriate timely manner	183
Latin Am., Caribbean	Brazil	<i>Self-Sustainable Sanitation Systems Programme</i>	Efficient providing water supply to the community of Bahia	185

Category 3: Application of Information and Communication Technology (ICT) in Govt.: e-Govt.

Region	Country	Initiative	Description	Pg
Asia and the Pacific	Australia	<i>Businesses Entry Point, Tourism and Resources</i>	Promoting transparency for the business community by increasing access to information	188
Europe and North Am.	Belgium	<i>Crossroads Bank for Belgium Social Security</i>	Creating an online portal aimed at delivering consolidated information on social security matters	190
Western Asia	United Arab Emirates	<i>e-Government Municipal services, Dubai Municipality</i>	Using electronic government to provide high level services to industries and businesses	192

Special Award in Innovation

Region	Country	Initiative	Description	Pg
Asia and the Pacific	Republic of Korea	<i>The Government Innovation Index (GI)</i>	Measuring the level of innovation in the public sector through a user-friendly web-based system	195



2005 UNPSA Winners

Category 1: Improving Transparency, Accountability, and Responsiveness in the Public Service

Region	Country	Initiative	Description	Pg
Asia and the Pacific	India	<i>Citizen-Govt. Partnership: Bhagidari. NCT, New Delhi</i>	Creating networks of local groups to discuss problems with government representatives	199
Europe and North Am.	Canada	<i>The Vancouver Agreement, City of Vancouver</i>	Innovative partnerships between government agencies and NGOs at all governmental levels	200

Category 2: Improving the Delivery of Public Services

Region	Country	Initiative	Description	Pg
Africa	Morocco	<i>Autonomous Estab. of Exports Control and Coord. (EACCE)</i>	Quality monitoring process of fruits & vegetables for export by decentralizing exports control	203
Europe and North Am.	Spain	<i>Public Employment Service of Castile and Leon</i>	A public employment service responsible for training and promoting employment	205
Latin Am., Caribbean	Mexico	<i>Secretariat of Water, Public Work and Infrastructure Development</i>	Coordinating and monitoring the hydraulic policy to address water shortage	208

Category 3: Application of Information and Communication Technology in Government

Region	Country	Initiative	Description	Pg
Asia and the Pacific	Singapore	<i>Online Application System for Integrated Services (OASIS)</i>	Using ICT to favor a positive business environment: the creation of an online platform	210
Europe and North Am.	Canada	<i>The Canadian Consumer Affairs Gateway (CCIG)</i>	Online source of inter-jurisdictional information to restore efficiency in the market place	212
Latin Am., Caribbean	Mexico	<i>Government Unit of Electronics and Technological Information</i>	Enhancing transparency and accountability through technology	215



2004 UNPSA Winners

Category 1: Improvement of Public Service Results				
Region	Country	Initiative	Description	Pg
Africa	Morocco	<i>Program Provisioning Drinking Water to Rural Populations</i>	Increasing school enrollment and reducing disease by providing clean water to rural populations	219
Europe and North Am.	Canada	<i>Information Service for Business Community</i>	Responding to entrepreneurs' needs by creating a single-window information service	221
Latin Am., Caribbean	Brazil	<i>Citizen Assistance Service Centres (SAC)</i>	Creating a One-Stop-Shop centre offering full service for citizens' administrative documents	223
Category 2: Improvement of the Quality of the Public Service Process				
Region	Country	Initiative	Description	Pg
Africa	Cameroon	<i>The AQUARIUM Project of Sigipes</i>	Minimizing corruption in public service through a new HR management system	227
Asia and the Pacific	Australia	<i>Professionalism in Financial and Personnel Management</i>	Enhancing accountability and promoting excellence in public employment management	229
Europe and North Am.	Austria	<i>Administration Reform project, District Admin. Zell am See</i>	Making "each citizen a King" by promoting a client-oriented mentality	231
Latin Am., Caribbean	Brazil	<i>Participatory Budget in the City of Belo Horizonte</i>	Defining priorities in the city's budget by involving citizens in budgetary process	233
Category 3: Innovations in Public Service				
Region	Country	Initiative	Description	Pg
Africa	South Africa	<i>Mobile Community Service Centre, Limpopo Province Police</i>	Establishing a rural mobile community safety centre to provide visible and accessible police services	236
Asia and the Pacific	Malaysia	<i>NPC Interactive e-Benchmark Database for Benchmarking</i>	Developing an IT-based benchmarking system to speed up data collection and computation	238
Category 4: Application of information and communication technology in local government				
Region	Country	Initiative	Description	Pg
Asia and the Pacific	Philippines	<i>i-Governance, City Government of Naga</i>	Creating an electronic governance programme aimed at encouraging participation in governance	241



2003 UNPSA Winners

Category 1: Improvement of Public Service Results				
Region	Country	Initiative	Description	Pg
Asia and the Pacific	Singapore	<i>Infocom Development Authority, TrustSg Programme</i>	Building confidence amongst businesses and consumers so as to spur e-Commerce growth	245
Europe and North Am.	Greece	<i>Call Centre 1502, Ministry of Interior</i>	Obtaining official documents made easy by integrating services into a "One-Call-Shop"	248
Latin Am., Caribbean	Bolivia	<i>National Customs Services of Bolivia</i>	Introducing a client oriented service culture by reforming the country's Custom Administration	250
Western Asia	Oman	<i>Cleanliness of Muscat Municipality</i>	Dealing with the issue of urban cleanliness by providing and maintaining municipal services	252
Category 2: Improvement of the Quality of the Public Service Process				
Region	Country	Initiative	Description	Pg
Europe and North Am.	Spain	<i>Ayuntamiento de Alcobendas, Local Council of Alcobendas</i>	Improving relationships between citizens and the municipal govt. by launching an online portal	254
Latin Am., Caribbean	Mexico	<i>Integral Family Development System of Tamaulipas State</i>	Creating a govt. entity to coordinate and monitor the hydraulic policy, addressing water shortages	256
Western Asia	Egypt	<i>The Ministry of State for Admin. Development (MSAD)</i>	Providing faster service to citizens by Automating Service Request procedures	258
Category 3: Innovations Initiatives in the Public Service				
Region	Country	Initiative	Description	Pg
Africa	Zambia	<i>Patents and Companies Registration Office (PCRO)</i>	Reducing business cost by privatizing the Patents and Companies Registration Office	261
Asia and the Pacific	Republic of Korea	<i>Public Procurement Service</i>	Introducing an electronic procurement system to improve procurement services' efficiency	263
Europe and North Am.	Canada	<i>Neighborhood Integrated Service Team (NIST), Vancouver</i>	Empowering citizens by integrating services at city level to address difficult community issues	265
Europe and North Am.	Italy	<i>Efficiency in Admin. (PADEA) Department for Public Admin.</i>	Creating a Department open to innovation in public administration	267
Latin Am., Caribbean	Chile	<i>Servicio de Impuestos Internos (SII), Internal Revenue Service</i>	Innovating the tax system so that filing taxes becomes easier and less costly for all citizens	269
Western Asia	Lebanon	<i>Education Centre for Research and Development, Lebanon</i>	Reforming educational structures and creating an educational centre to respond to changing needs	271



Good Practices and Innovations in Public Governance

Part One: An Overview



Box 2:

How to Apply to the 2010 UNPSA Competition?

Who is Eligible?

- All public organisations/agencies at national and sub national levels;
- All public/private partnerships and organisations performing out-sourced public service functions 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 reward service to 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.

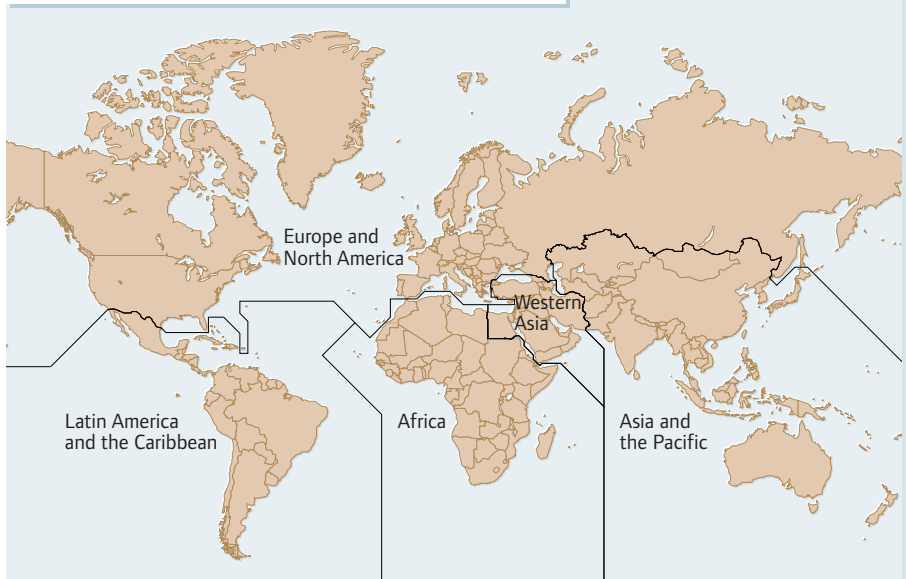
6. What are the Eligibility Criteria?

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:








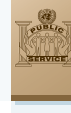



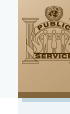


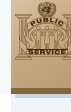
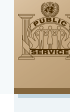








- Africa;
- Asia and the Pacific;
- Europe and North America;
- Latin America and the Caribbean; and
- Western Asia.

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
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							

7. What are the Categories and Criteria for Selection?

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

2003 Categories:

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

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

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

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

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

2009 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.

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 and Finalists 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).

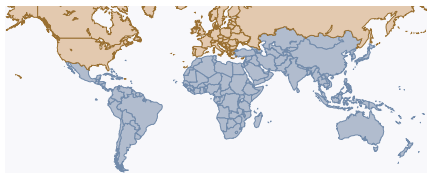
Finally, the Division also requires winners to publicize around them and through the media the Award they received, in order to further promote the United Nations Public Service Day and Awards, to raise awareness of this event among public institutions in their country and to encourage them to apply 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 and Finalists by Region





Africa

 Botswana 2008	 Cameroon 2004	 Kenya 2007	 Morocco 2007, 5, 4
 Rwanda 2008, 2006	 South Africa 2009, 8, 7, 4	 Tunisia 2008	 Zambia 2009, 6, 3










Europe and North America

 Austria 2007, 2004	 Belgium 2006	 Canada 2009, 7, 6, 5, 4, 3	 Germany 2008
 Greece 2003	 Italy 2007, 2003	 Netherlands 2006	 Poland 2009
 CO Puerto Rico 2008	 Slovenia 2009, 2007	 Spain 2008, 5, 3	 Sweden 2009, 2008
 Switzerland 2007	 United States 2008		



Asia and the Pacific

 Australia 2008, 7, 6, 4	 India 2009, 8, 7, 6, 5	 Rep. of Korea 2009, 8, 7, 6, 3	 Philippines 2004
 Malaysia 2004	 Singapore 2008, 7, 6, 5, 3	 Thailand 2009, 2008	



Latin America and the Caribbean

 Bolivia 2003	 Brazil 2008, 6, 4	 Chile 2007, 2003	 Mexico 2005, 2003
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Western Asia

 Azerbaijan 2007	 Egypt 2009, 2003	 Jordan 2008	 Lebanon 2007, 2003
 Oman 2009, 2003	 Saudi Arabia 2008	 UAE 2007, 2006	

Note: Years underneath flags indicate when each country won an award

Good Practices and Innovations in Public Governance

Part Two:

Success Stories from the
United Nations Public Service Awards
Winners and Finalists (2009-2003)



Graph 4:
United Nations
Public Service Awards
 Winners and Finalists by Year

2009 Winners and Finalists *pg 19*



2008 Winners and Finalists *pg 37*



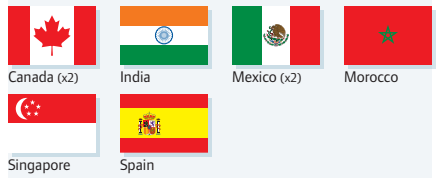
2007 Winners and Finalists *pg 129*



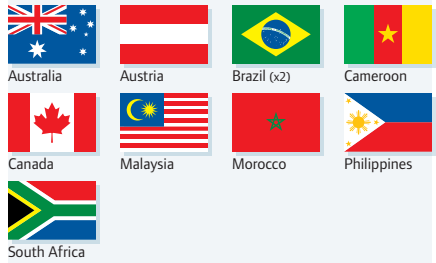
2006 Winners *pg 171*



2005 Winners *pg 197*



2004 Winners *pg 217*



2003 Winners *pg 243*

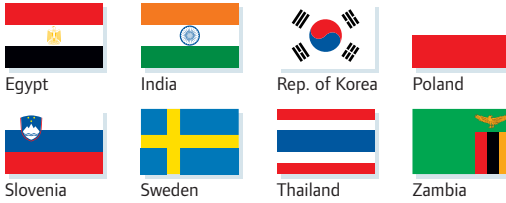


2009 United Nations Public Service Day

This year, eight winners are awarded with the most prestigious recognition of excellence in the public service on 23 June, during the United Nations Public Service Day. The winners are public organisations from: Egypt, India, Republic of Korea, Poland, Slovenia, Sweden, Thailand and Zambia. The finalists are public organisations from: Canada, Republic of Korea, Oman and South Africa.



2009 Winners



2009 Finalists



Graph 4: United Nations Public Service Awards
Winners and Finalists by Country



Australia *pg 82, 134, 188, 229*



Austria *pg 143, 231*



Azerbaijan *pg 148*



Belgium *pg 190*



Bolivia *pg 250*



Botswana *pg 73*



Brazil *pg 68, 185, 223, 233*



Cameroon *pg 227*



Canada *pg 22, 165, 183, 200, 212, 221, 265*



Chile *pg 146, 269*



Egypt *pg 29, 258*



Germany *pg 117*



Greece *pg 248*



India *pg 32, 47, 108, 137, 182, 199*



Italy *pg 267*



Jordan *pg 125*



Kenya *pg 131*



Republic of Korea *pg 21, 33, 112, 157, 195, 263*



Lebanon *pg 160, 271*



Malaysia *pg 238*



Mexico *pg 208, 215, 256*



Morocco *pg 154, 203, 219*



Netherlands *pg 177*



Oman *pg 30, 252*



Philippines *pg 241*



Poland *pg 35*



Commonwealth of Puerto Rico *pg 93*



Saudi Arabia *pg 101*



Rwanda *pg 39, 173*



Singapore *pg 53, 140, 175, 210, 245*



Slovenia *pg 28*



Spain *pg 122, 205, 254*



South Africa *pg 25, 76, 154, 236*



Sweden *pg 23, 95*



Switzerland *pg 168*



Thailand *pg 27, 88*



Tunisia *pg 105*



United Arab Emirates *pg 162, 192*



United States *pg 61*



Zambia *pg 26, 180, 261*

2009

United Nations Public Service Awards Winners and Finalists

Category 1

pg 20



Rep. of Korea



Canada



Sweden

Category 2

pg 24



South Africa



Zambia



Thailand



Slovenia



Egypt



Oman

Category 3

pg 31



India



Rep. of Korea

Category 4

pg 34



Poland





2009 Category 1

Improving Transparency, Accountability, and Responsiveness in the Public Service

Region	Country	Winner or Finalist	Description	Pg
Asia and the Pacific	Republic of Korea	<i>Real-Time Water Quality Opening Services, Seoul</i>	Establishing an online water assessment system informing residents about their water’s quality	21
Europe and North Am.	Canada	<i>French-Language Services Excellence (FLEX), Ontario</i>	Ensuring French language in key public service delivery to protect minorities rights	22
Europe and North Am.	Sweden	<i>City of Piteå, Norrbotten Region</i>	A comprehensive benchmarking system to promote dialogue between government officials and citizens	23



Asia and the Pacific

Republic of Korea

2009 Category 1 Winner

On and Off-Line Real-Time Water Quality Opening
Services, Office of Waterworks, Seoul Metropolitan Government



Recipients on behalf of the institution

Mr. Oh Se Hoon, Mayor of Seoul

Mr. Lee Jeong Kwan, Assistant Mayor for Waterworks

Summary

Through this initiative, the Seoul Metropolitan Government of the Republic of Korea has enabled citizens to access an accurate and up-to-date information about the quality of water being supplied to their house by establishing an online water assessment system. This has resulted in increased citizens' trust in public water supply and has contributed to an increase in tap water consumption of 20%, as well as in greater conservation of ground water.

The Problem

Seoul's tap water, 'Arisu' satisfied all 145 items of water quality inspection recommended by the World Health Organization (WH). However, Seoul's citizens were suspicious of the quality of Arisu for no apparent reason and avoided drinking it. There was no monitoring system to assess the quality of tap water, which brought a low rate of consumption of tap water, high sales volume of bottled water, reckless underground water development and indiscreet belief in water purifiers. Moreover, negative effects of over-usage and mismanagement of purifiers, as apparent in waste of water resources and pollution of drinking water became common. All of this resulted in a threat to citizens' health and cast doubts on the overall quality of public services, particularly on the tap water supplying service.

The Solution

With the Arisu Quality Verification System, citizens can check on-line and in real-time the quality of water supplied to their houses from water purification plants. They can also gather such information from water quality inspecting agents who visit citizens' houses for free. In 2008, the Seoul Government provided information through the internet about the water quality, turbidity, pH, chlorine residual, of a total of 72 spots, including six intake plants, six water purification plants, and 60 spots of water routes supplied to citizens.

Europe and North America

Canada

2009 Category 1 Finalist

French-Language Services Excellence (FLEX)
Ministry of Community and Social Services with
responsibility for the Office of Francophone Affairs
Government of Ontario



Recipients on behalf of the institution

H.E. Ms. Shelly Jamieson

Secretary of the Cabinet
Government of Ontario

H.E. Ms. Lucille Roch

Deputy Minister of Community and Social Services
with responsibility for the Office of Francophone Affairs
Government of Ontario

Mr. Eric Mézin

Director
Strategic Policy and Research Branch
Office of Francophone Affairs
Government of Ontario

Summary

Throughout nearly 400 years, Francophones have played a key role in Ontario's overall development. Their contribution to the social, cultural, political and economic sectors of Ontario, the most populated province in Canada, has been recognized with the adoption of several acts, including the French-language Services Act of 1986.

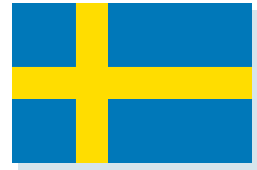
Over the past three years, the Office of Francophone Affairs of Ontario has initiated a comprehensive strategy to raise knowledge and awareness of Francophone rights through the successful implementation of initiatives, promoting the increased accountability of ministries regarding the planning and delivery of quality French-language services.

Europe and North America

Sweden

2009 Category 1 Winner

City of Piteå, Piteå, Norrbotten Region



Recipients on behalf of the institution

Ms. Helena Stenberg, Vice Mayor of Piteå

Ms. Anna Lena Pogulis, Municipal Strategist, City of Piteå

Mr. Mats Berg, Chief Financial Officer, City of Piteå

Summary

In Sweden, the city of Piteå has established a comprehensive benchmarking system to promote dialogue between government officials and citizens, and has greatly increased citizens' inputs into the prioritization of budgetary expenditures.

The Problem

Information on citizens' views of the quality of public services offered in the City of Piteå was very limited. The officials of the Municipality of Piteå had relatively little insight into the results achieved with respect to quality assessment and citizen satisfaction.

The Solution

Piteå developed an evaluation system to benchmark the quality of public services and to evaluate their impact in terms of citizens' satisfaction. Piteå is now one of Sweden's leading municipalities in using benchmarking as an effective method of impact assessment, change management and dialoguing platform with its citizens. In this framework, evaluation and follow-up work have improved goal-oriented work programmes and citizen engagement, including in the annual conferences organized to inform citizens and seek input on progress made and to come.

Development of dialogue with citizens and an easier access to information have increased citizen involvement in the activities organized by the municipality. Surveys have enabled resources to be allocated on the basis of a more comprehensive and effective decision-making process, including in budget-making. In the 2009 budget, extra funds have been allocated for such things as care for the disabled and elderly, funds for meeting places and public transport as desired by several vulnerable segments of society.



2009 Category 2

Improving the Delivery of Public Services

Region	Country	Winner or Finalist	Description	Pg
Africa	South Africa	<i>Administrative Support for TB Programme, Cape Town</i>	Improving Tuberculosis cure rate by bringing a new layer of staff to strengthened clinics' capacity	25
Africa	Zambia	<i>Integrated Health Services, Itezhi Tezhi District Health Office</i>	Improving the overall health of the community through improving access and utilization	26
Asia and the Pacific	Thailand	<i>Medical Services, Maharaj Nakorn Chiang Mai Hospital</i>	Streamlining hospital admin. processes and forming health care networks with other hospitals	27
Europe and North Am.	Slovenia	<i>One-Stop-Shop for Companies (e-VEM)</i>	Establishing a one-stop-shop for company registration, drastically reducing registration time	28
Western Asia	Egypt	<i>e-Tanseek, University Enrollment Project</i>	Comprehensive web-based application assisting students enrollment in colleges and universities	29
Western Asia	Oman	<i>Civil Status Systems (National Registration System)</i>	A state-of-the-art system designed to store and retrieve data through the Civil Register	30



South Africa



Zambia



Thailand



Slovenia



Egypt



Oman

Africa

South Africa

2009 Category 2 Finalist

*City Health, Metro District Health Services
and TB/HIV Care Association, Cape Town*



Recipients on behalf of the institution

Dr Keith Cloete

Chief Director, Metro District Health Services
Provincial Government of the Western Cape
Department of Health

Ms. Judy Caldwell

Project Manager, TB Control Programme

Summary

The Administrative Support for the Tuberculosis Programme in City Health, Cape Town in South Africa has strengthened the capacity of clinics to improve their cure rate by bringing a new layer of staff into the normal day-to-day operations of the clinics. Door-to-door follow-up visits to patients, specifically those who have been diagnosed with Tuberculosis and registered at the clinic, are carried out by trained Tuberculosis Assistants who make sure that the patients do not interrupt their treatment.

The Problem

Chronic Tuberculosis has been a consistent problem in South Africa, particularly in poor sub-districts of Cape Town where budget constraints and heavy demand for treatment along with lack of skilled health officials resulted in poor treatment outcomes. The main challenge, therefore, was twofold: to provide support to clinic staff and to increase the TB cure rate.

The Solution

The programme is located in 27 of the 93 TB clinics spread throughout the eight sub-districts of the Cape Town City Health Department. It builds the capacity of the clinics to improve their cure rates by bringing in a new layer of staff into the normal day-to-day operations of the clinics. The new staff are recruited mostly from among the unemployed high school graduates who live in the vicinity of the local clinics. They are trained in two specific roles: as TB Assistants whose principal task is to carry out door-to-door follow-up visits to patients who have been diagnosed with TB and registered at the clinic, or as TB Clerks who assist in the management-related activities at the clinics.

Africa

Zambia



2009 Category 2 Winner

Integrated Mobile Community Voluntary, Counseling and Training other Health Services, Itezhi Tezhi District Health Office

Mr. George Kawatu

Permanent Secretary, Management Development Division, Cabinet Office

Dr. Velepi Mtonga

Permanent Secretary, Ministry of Health

Dr. Mulenga Rosemary Kasoma

Director of Health, Itezhi Tezhi District Health Office

Summary

The Integrated Mobile Community Voluntary Counselling and Training, and other Health Services initiative developed by the Itezhi Tezhi District of Health Office in Zambia provides the community with counselling, training and a number of health services through a mobile clinic to improve the overall health of the community. This initiative has resulted in a decrease of child mortality, improvement of maternal health and better treatment of HIV/AIDS patients, and an increase in the number of potable water sources.

The Problem

Itezhi Tezhi is predominantly a rural district with high illiteracy and poverty rates. The District is also prone to seasonal floods, particularly given its poor infrastructure in roads and communication networks. These conditions had inhibited access of citizens to the only First Level Hospital and eleven rural health centres, particularly during the months of seasonal flooding. As a result, utilization of health services by the community was very low with most indicators falling below the national targets. The most affected segments of the population were pregnant women and children under five years of age.

The Solution

The Project of Integrated Mobile Community Voluntary Counseling and Training and other Health Services, including five project outputs, increased the number of Community Health Workers and Traditional Birth Attendants to provide mobile outreach programs in maternal and child health as well as voluntary counseling and testing for infectious diseases. TBAs also act as a link between the pregnant mothers in the community and the health centre.

Asia and the Pacific

Thailand

2009 Category 2 Winner

Improving Public Medical Service through Collaborative Networks, Maharaj Nakorn Chiang Mai Hospital



Recipients on behalf of the institution

Prof. Pongsak Angkasith,
President of Chiang Mai University

Professor Niwes Nantachit
Dean of the Faculty of Medicine, Chiang Mai University

Dr. Thosaporn Sirisumphand
Secretary-General, Office of the Public Sector Development Commission

Summary

The Maharaj Nakorn Chiang Mai Hospital in Thailand through its initiative on “Improving Public Medical Service through Collaborative Networks” increased accessibility of patients to quality health care by streamlining hospital administrative processes and by forming health care networks with community hospitals. Through this network, the hospital provides consultations and training courses for community, district, and provincial hospitals to improve medical personnel’s skills and knowledge in managing complicated conditions by themselves before deciding to refer patients to the Maharaj Hospital.

The Problem

The Hospital, known to the locals as “Suandok Hospital”, serves large segments of population who live in remote rural areas in Northern Thailand. Without an efficient communication and referring system, patients waste valuable time and money finding a hospital that is available to admit them. Even when they eventually arrive at the hospital, it often takes a long time to receive medical care due to shortage of medical personnel and a large number of patients requiring treatment. Thus, few patients receive adequate care because of delays in referral processes fueled by complicated internal administrative procedures.

The Solution

Reducing the amount of paper work and simplifying the patient referral process were used to improve the hospital efficiency. Through a health care network, the hospital has initiated training courses for community, district and provincial hospitals to assist them in improving their medical personnel skills and knowledge in managing complicated conditions by themselves before referring patients.

Europe and North America

Slovenia

2009 Category 2 Winner

One Stop Shop for Companies (e-VEM)

Ministry of Public Administration



Recipients on behalf of the institution

H.E. Ms. Irma Pavlinič Krebs

Minister of Public Administration

Mr. Dušan Kričej

Deputy Director General

Ministry of Public Administration

Ms. Teja Batagelj

MSc, Senior Adviser

Ministry of Public Administration

Summary

In Slovenia “The One Stop Shop for Companies (e-VEM)” has reduced the registration time from 60 days to maximum four days for big companies by establishing a one stop shop for company registration. Unlike the old system that charged €250 to €600 for that service, the new system is free of charge.

The Problem

Registration of companies in Slovenia was a very cumbersome process requiring 60 days and going through several contacts within the public administration system including to submit tax data, to obtain a craft permit, to register employees and their family members into obligatory social insurance schemes, to make changes and terminations to the latter, etc. As a result, 90% of applications were left incomplete. Costs for registration were high (€250-€600 for a registration of a company).

The Solution

These procedures were converged in one and single online shop called One stop shop including one stop shop contact points (180 in Republic of Slovenia), notaries (90) and district court (only for entries under compulsory power). Together over 700 civil servants are currently using the system.

Western Asia

Egypt

2009 Category 2 Winner

"e-Tanseek", University Enrollment Project
Ministry of State for Administrative Development



Recipients on behalf of the institution

Dr. Ahmed Mohamed Mahmoud Tobal,
Education Projects General Manager, Government Services Development Program
Ministry of State for Administrative Development

Eng. Mohamed Mohamed Ibrahim, Deputy Operation Manager,
e-Government Gateway, Ministry of State for Administrative Development

Description

Admission to public universities and institutions in Egypt operates through a centralized office, University Enrollment Co-ordination Office. This office enrolls over 450,000 students annually.

Summary

Through the initiative entitled "e-Tanseek", the Ministry of State for Administrative Development of Egypt developed an online portal to facilitate the enrolment of students at colleges and universities. The system serves more than 450,000 high school students and has resulted in a savings of more than US\$7 million each year.

The Problem

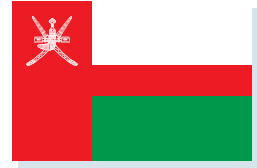
The Egyptian Higher Education enrolls 450,000 students from school to college each year. In addition to tackling the balance between the demands for certain faculties or majors and the number of seats available in those majors, the Admission management has to deal with an increasing number of new high school graduates each year. This system is prone to mistake because until recently it was done manually by data-entry operators.

The Solution

To solve the problem the Ministry of State for Administrative Development initiated a comprehensive web-based application that accepts student university enrollment applications, and is supported by a 24/7 call centre for support. This free of charge and ubiquitous online application provides the students with guidelines, rules and interactive help as well as the ability to update personal data or make changes to their chosen faculties and/or majors. Enrollment results are communicated to students by regular mail, emails and SMS.

Western Asia

Oman



2009 Category 2 Finalist

Civil Status Systems, (National Registration System)

Directorate General of Civil Status, Royal Oman Police

Recipients on behalf of the institution

Brigadier Dr. Sulaiman Mohammed Al Harthiy, Director General of Civil Defense

Lt.Colonel Abdullah Mohammed Al Jabri, Director General of Civil Status

First Lieutenant Yahya Amur Al Hamimi

Head of Public Relation Department, Directorate General of Civil Status

Summary

Through the creation of a National Registration System in the Sultanate of Oman – a state-of-the-art online system that integrates a number of offices – information can be stored and retrieved in a more efficient and effective way. The Civil Register, the largest database in the Sultanate, includes data on births, deaths, marriages and divorces in the Sultanate, as well as data on identity cards for Omanis and residence cards for foreigners.

The Problem

Before the implementation of the Civil Status System, the issuing of important documents was a complex process and involved delays. Citizen had to visit different public institutions to get their required documents. The Royal Oman Police issued the ID card, the Ministry of Manpower issued the Labor card, the ministry of Health was in charge of the birth and death certificates, and the Ministry of Justice registered marriages and divorces. As a result and in some cases, the unemployed lacked ID documents or it was simply difficult to obtain accurate information.

The Solution

The National Registration System in the Sultanate of Oman was launched in 2004 as a solution to ensure accuracy, consistency and rapidity in delivering official documents from a single unit. The Civil Register includes data on births, deaths, marriages and divorces in the Sultanate as well as data on identity cards for Omanis and residence cards for residents. An electronic link with the civil status system through the Civil Number, issued to each citizen and resident, enables government institutions to make transactions easier. Several Ministries partner in the National Registration System, which has constituted the stepping stone to other applications, including E- Gates at Muscat International Airport, E-purse, E-health and E-vote.



2009 Category 3

Fostering Participation in Policy-making Decisions through Innovative Mechanisms

Region	Country	Winner or Finalist	Description	Pg
Asia and the Pacific	India	<i>Water and Sanitation Mgmt. Org. (WASMO), Govt. of Gujarat</i>	Providing access to drinking water by engaging citizens in water management	32
Asia and the Pacific	Republic of Korea	<i>Seoul City's Oasis, Seoul Metropolitan Government</i>	Encouraging engagement in city government through open discussions on a new online portal	33



India



Rep. of Korea

Asia and the Pacific

India

2009 Category 3 Winner

Institutionalization of Community

*Managed Drinking Water Supply Programme
and User Level Water Quality Monitoring*

Water and Sanitation Management Organisation (WASMO)



Recipients on behalf of the institution

H.E. Mr. Nitinkumar Ratilal Patel

Minister for Water Supply, Water Resources

Urban Development and Urban Housing, Government of Gujarat

Mr. V.S. Gadhavi, IAS

Secretary for Water Supply, Government of Gujarat

Dr. Jaipal Singh, IFS

Chief Executive Officer, Water and Sanitation Management Organisation

Summary

In India the State of Gujarat, which is prone to frequent droughts and water scarcity, has improved access to water in rural areas by engaging citizens in its management through the “Institutionalization of Community Managed Drinking Water Supply Programme and User Level Water Quality Monitoring,” which was developed by the Water and Sanitation Management Organisation (WASMO) in 2002, a Government of Gujarat initiative.

The Problem

Prior to the initiative, water supply in the rural areas of Gujarat was ensured by Government agencies and the entire sector was supply driven. A rigid bureaucratic structure gradually led to the ‘build–neglect–rebuild’ syndrome. The service was irregular, inefficient, and unable to meet the people’s requirements. As a result, user satisfaction was low and the people were unwilling to pay the user charges.

The Solution

WASMO was established in 2002 as a Special Purpose Vehicle (SPV) for effective citizens’ engagement in drinking water services in rural areas. Community institutions in the form of Village Water and Sanitation Committees (VWSCs) and partnership links between the State and NGOs, and other entities, such as the United Nations Children’s Fund (UNICEF) have been formed.

Asia and the Pacific

Republic of Korea

2009 Category 3 Finalist

Seoul City's Oasis

Seoul Metropolitan Government



Recipients on behalf of the institution

Mr. Oh Se Hoon

Mayor of Seoul

Mr. Chang Kyung Hwan

Director-General of Policy Evaluation

Summary

Through Seoul City's Oasis (oasis.seoul.go.kr), developed by the Seoul Metropolitan Government of the Republic of Korea, citizens are encouraged to participate in decision-making processes by engaging in open discussions with local government officials and by making proposals through an online portal. Oasis has adopted the Web 2.0 spirit of creativity, sharing, and collaboration.

The Problem

Seoul City ran a citizens' creative idea suggestion system from 1997 to 2007 in order to urge citizens to participate in the policy making process of the city. However, it was a rather closed system in that citizens filled out a suggestion form and submitted it in person or by mail and were notified whether their ideas would be adopted or not a month later. Since those ideas were reviewed in closed-door meetings without the participation of the idea providers, the system was bound to have limited success and drew little interest and citizen participation.

The Solution

The OASIS system was created as a more open and interacting system to serve as a channel, through which citizens actively participate in the city government and suggest fresh ideas for improvements. Oasis (oasis.seoul.go.kr), which was initiated on 10 October 2007 represents creativity and imagination as Seoul City's vision.



2009 Category 4

Advancing Knowledge Management in Government

Region	Country	Winner or Finalist	Description	Pg
Europe and North Am.	Poland	<i>National School of Public Administration (KSAP)</i>	Transforming public administration's practices and culture by providing adequate responsive training	35



Poland

Europe and North America

Poland

2009 Category 4 Winner

*National School of Public Administration
(Krajowa Szkoła Administracji Publicznej)*

Recipients on behalf of the institution

H.E. Mr. Sławomir Brodzinski
Minister and Head of the Civil Service

Professor Jacek Czaputowicz
Director of the National School of Public Administration (KSAP)

Professor Ryszard Rapacki
National School of Public Administration

Summary

By engaging all stakeholders in the definition of its education programmes' content and format, and by promoting knowledge management through sharing of international good practices, the National School of Public Administration of Poland has had a massive-scale impact on the transformation of Polish public administration's practices and culture. A total of approximately 26,000 civil servants have completed various courses offered by the School, and more than 1,300 specialized courses have been offered.

The Problem

In Poland, the discrepancy between the institutional and legal arrangements and the bureaucratic practices fell disappointingly short of civic and political expectations when it came to delivering adequate public services. The public administration was perceived as ineffective and inefficient. Moreover, the still authoritarian style of administration made its practices very often cumbersome to citizens.

The Solution

The National School of Public Administration (known in Poland as KSAP) was created in 1991 with the mission to provide adequate training to the Polish public civil servants. KSAP has been instrumental in knowledge sharing in the Polish Public Administration for its modernization as well as in training and popularizing values and attributes typical of effective, efficient, open, responsive, socially responsible, and transparent governance systems, among other things.

2008

United Nations Public Service Awards Winners and Finalists

Category 1

pg 38



Rwanda



India



Singapore



United States



Brazil

Category 2

pg 72



Botswana



South Africa



Australia



Thailand



Puerto Rico
Commonwealth



Sweden



Saudi Arabia

Category 3

pg 104



Tunisia



India



Rep. of Korea



Germany



Spain



Jordan





2008 Category 1

Improving Transparency, Accountability, and Responsiveness in the Public Service

Region	Country	Winner or Finalist	Description	Pg
Africa	Rwanda	<i>Ubudehe, Common Development Fund, Rwanda</i>	Empowering people to alleviate poverty through participatory decision-making	39
Asia and the Pacific	India	<i>District Lokvani Society Sitapur, Sitapur District of Uttar Pradesh</i>	Redressing citizens’ grievances in rural areas through an online portal	47
Asia and the Pacific	Singapore	<i>Home Ownership Programme, Housing and Dvlp. Board</i>	Fulfilling the aspirations of Singaporeans for home ownership through a public housing programme	53
Europe and North Am.	United States	<i>Juvenile Delinquency and Family Violence Court, California</i>	Providing a comprehensive “youth-specific” criminal justice intervention	61
Latin Am., Caribbean	Brazil	<i>Arts and Crafts School Project of Santana de Parnaíba, São Paulo</i>	Reducing juvenile delinquency and poverty by teaching disadvantaged youth restoration skills	68



Rwanda



India



Singapore



United States



Brazil

Africa

Rwanda

2008 Category 1 Winner

Ubudehe, Common Development Fund, Rwanda



Description

Putting people at the centre of decision-making about poverty alleviation through the *Ubudehe* initiative in Rwanda.

Summary

Ubudehe is a socio-economic programme that empowers citizens at the community level in Rwanda to plan, use public resources, and implement poverty reduction projects like the construction of houses and roads.

The Problem

The 1994 genocide had shattered Rwanda to its core. The new government inherited a country characterized by a high number of dislocated and traumatized citizens who had lost trust in each other. The infrastructure, basic services and property had been destroyed. Whole families and communities were divided. Livestock were killed and crops had gone to waste. Hospitals and schools were ransacked or destroyed. Communal health centres were ruined. Stock of health supplies and basic drugs had been looted. Water supply lines were non-operational. Qualified staff had been killed or fled the country including most teachers. An estimated 250,000 women were widowed, at least 100,000 children were orphaned, lost, abducted or abandoned and an estimated 300,000 children killed. Over 500,000 women were victims of rape and violence. Over three million people had fled Rwanda and over One million people were killed in the genocide. Poverty levels were at their highest. The public administration was destroyed and faced with the challenge of rebuilding a nation comprising of victims, survivors, returnees and perpetrators of genocide. Citizens were apathetic and fearful of the State given their experience of the abusive powers the State had exercised in perpetuating genocide. This was the background to the *Ubudehe* initiative and indeed the whole country. Given such a context, the *Ubudehe* initiative sought to address key challenges:

- How could citizen apathy towards government and towards their own problems be reduced? How could citizens take charge of their own lives and participate in the definition of their own problems by working hand in hand with others to solve these problems? How could citizenship be increased and local governance democratized even further? How do you introduce real participation that strengthens each citizen's power to act and therefore build active Rwandan citizens?

- How could citizen trust amongst each other be increased to start the difficult process of healing and working together and building greater social capital and inclusion amongst different social groups? How could the preferences and needs of specific excluded groups be highlighted and acted upon by an active citizenry?
- How could national policy making be influenced and informed by better, rigorous information and statistics generated by citizens themselves, so as to improve resource allocation and the accountability of government and donors in meeting the millennium development goals in Rwanda? It is these three core challenges that the Ubudehe initiative sought to address.

The Solution

The Ubudehe initiative emerged thanks to the vision and active engagement of several key actors. During its inception, core drivers included innovators from the Rwandan Government, in particular Mr. Protais Musoni, the then Secretary General at the Ministry of Local Government (and currently the Minister of Local Government in the Government of Rwanda, the main driving force behind Ubudehe), Mr. Vincent Karega, then Director at the Strategic Planning Unit, Ministry of Finance, the social development advisor to DFID Rwanda, and the head of the EU delegation to Rwanda. Mr. Sam Joseph, coach and consultant from India, also played an important role in conceptualizing Ubudehe.

The initial ideas, theories, and vision to create a process that increases citizen's ability to self-govern and become proactive in shaping the design of their poverty reduction strategies emerged during the period 1999-2001. At the same time, the Poverty Reduction Strategy Program (PRSP) process requirement for a Participatory Poverty Assessment (PPA) was also in place.

The idea of Ubudehe was conceived as an opportunity to demonstrate the power of citizen participation in its truest form. In order to accomplish this goal, the Ministry of Local Government, together with other government entities and relevant stakeholders decided to rely on and to expand a form of traditional mutual assistance, called Ubudehe, which operated at the lowest administrative unit, the Cell or village. The revamped institution was to bring together all members of the community to assess their socio-economic conditions, define their priorities and decide on what to do in order to improve their well being. For example, they could decide, based on a limited budget, whether they preferred to build a school or a health care centre in their village. "When we were looking for a development approach to fight poverty and enhance people's livelihoods from the grassroots, Ubudehe came into the picture. The fact is that it emanates from our culture and is people-centred, so we prioritised it and it has paid off," said Eugene Barikana, the Secretary General of the Ministry of Local Government (MINALOC). "The uniqueness of this programme that saw it outclass competitors from other countries was its nature of being people-centred, right from the grass-

roots, where people are empowered to play an active role in solving their socio-economic problems,” he added (AllAfrica.com). In brief, the initiative enabled village residents to increase their own problem-solving capabilities.

Ubudehe was formally established in 2001 by the Government of Rwanda through the Ministries of Finance and Economic Planning and the current Ministry of Local Government, Good Governance, Community Development and Social Affairs, and it was funded by the European Commission. The Ubudehe secretariat is made up of a small team of no more than five people nationally, and there are no intermediaries in ensuring resources flows between the central government and cellules. In 2002, the Government of Rwanda set up the Common Development Fund (CDF) to enhance the process of decentralization initiated in 2000, while contributing to the efforts of financial decentralization and decision making capacities. CDF is the government institution, through which the Ubudehe programmes are funded. In fact, it is a government owned fund set up to support the implementation of decentralization policy; a policy, which the Government of Rwanda considers as the main strategy to achieve good governance and sustainable economic development and as a weapon of higher caliber to fight poverty. In order to ensure an effective implementation of this policy, availing resources to grassroots administrative entities was thought of as indispensable. Therefore, the CDF was established and assigned the mission to empower those administrative entities by financing development projects, with at least 10% of the annual national revenues allocated to the Fund and contributions from donors. In particular, the European Union committed €1 million for this pilot, which went directly to the 681 pilot villages between 2002 and early 2003. These projects had to be approved by the CDF’s Board of Directors while referring to CDF’s priorities and distribution criteria. For the first time resources were disbursed directly from a donor to the Central Bank of the government to the citizens in the villages with no intermediary in between. So far a total of €25 million has been contributed for fighting rural poverty and improving local governance in Rwanda.

An agreement was therefore reached to run a pilot process on condition that citizens would be in charge and in control of generating their own poverty information, and would be given the opportunity to act collectively in solving common problems. A pilot process therefore begun in Butare, the South Province, to demonstrate the possibilities and abilities of citizens to exercise their own power to analyze their poverty reduction needs and their ability to act together to solve specific problems.

In order to implement this initiative, the following steps had to be undertaken.

Training of Trainers:

- Training of facilitators at the village level; and
- Facilitation at the village level (Village residents come together to discuss poverty issues)

Members of the Ministry of Local Government in charge of implementing the Ubudehe initiative asked cell (village) residents in Butare to select two people as facilitators for each village. 12 Master Trainers attached to the Ministry of Local Government trained the selected village facilitators. Between February and June 2001, 1,823 facilitators were trained to embark on the pilot process. The facilitators were assigned the task of helping local people to come together in a purposeful way and to engage in solving a single problem of their choosing. Citizens were encouraged to rely on their own ideas instead of always depending on government's support to find solutions to their problems. If necessary, however, residents at the village level could consult government, NGOs, and donors for technical and financial advice.

During the meetings at the local level, the facilitator together with the other citizens of the village had to engage in the following activities:

- Define social categories and their characteristics;
- Draw a Social Map of the village on the ground;
- Reproduce the hand-drawn map of the village on a cloth with all the social categories;
- Indicate the number of people for every category;
- Define other categories according to their status, to what they do and own;
- Prioritize local problems;
- Define a concrete action to be taken to solve one problem of their own choosing;
- One poor household is selected in every village so that it may be helped with some resources to pursue livelihood strategies; and
- Any other information that village residents need to provide is elaborated on a visual tool.

In 2002, citizens in 681 Villages/Cellules in Butare completed detailed social maps (in large cloths making visual validation possible – from individual household names, social categories, infrastructure and service provision and other characteristics) analyzing their poverty characteristics.

Once the people have assessed together their problems, they gather in a village council meeting where they map out solutions for their problems. After coming to a common understanding, they work out a project that best suits their needs, and financial support is granted to them through the Ubudehe Unit at the Common Development Fund. A bank account has been created for every Ubudehe initiative and this in turn has created a network of resources flows, which can be the backbone of a microfinance system.

Ubudehe is embedded at the grassroot levels, and implemented at the village levels precisely because this is where poverty lies. "One cannot tackle poverty from the top

level, one has to solve it from its grassroot levels,” said Egide Rugamba, the acting Director of the Common Development Fund (AllAfrica.com). So the poor themselves at the cell level as well as those at the household level identify the causes of poverty and their consequences. “We provide Frw 600,000 to each household project for the poorest household in the community and Frw 600,000 to each community project. And since 2005 up to this year, we have financed 15,000 households,” explained Jean Baptist Ngerejah. “Community members come up with village-based community projects and we finance them.”

Results from the Butare pilot project demonstrated the power of citizen participation and collective action in reducing poverty. By the year 2004, the positive outcome of the pilot phase was enough to convince the government to make Ubudehe a national policy and the European Union (EU) to allocate €10 million for a nationwide rollout with the aim to reach over 9,175 cellules (villages) covering the whole of Rwanda. In brief, the Ubudehe approach seeks to promote self governance, participatory planning, problem solving, social capital building and entrepreneurship development. It is designed to increase the level of institutional problem-solving capacity at the local level by citizens and local government. It puts into operation the principle of citizen’s participation through local collective action. With this initiative, all the households in the village are encouraged to take part in all discussions about their poverty reduction needs and solutions. This poverty analysis informs all poverty reduction efforts and forms a robust and rigorous baseline to assess future performance and social change. The programme has fostered citizens’ participation in policymaking while having improved transparency, accountability and responsiveness in the public service. The strategies adopted to make this initiative successful included:

- Working with citizens selected as facilitators to be based in the communities to facilitate participatory processes. Over 17,500 cascade facilitators were trained by the Master Trainers of the Ministry of Local Government;
- Transforming the nature of Participatory Poverty Assessments (PPA) to move away from the conventional consultative approaches adopted by most countries preparing PRSP papers, to an approach that truly encouraged participation and ensured 100% nationwide involvement of all citizens in defining poverty profiles using social maps and other visual tools as a foundation. (Facilitated by community facilitators);
- Providing more accurate statistics about poverty. The rich analysis that emerged from this process has started to influence the production of national statistics and is beginning to demonstrate that it is possible to get more accurate poverty related data compared to survey based statistical systems. (Used by the Ministry of Local Government and Ministry of Finance);

- Supporting citizens in each village with a maximum of €1,000 to act on problems identified during the PPA process. For the first time, PPA's moved from being extractive information gathering processes to something citizens felt they could act on themselves. Over 10,000 village actions emerged. (Resources provided by EU, process facilitated by community facilitators), (15,000 actions planned for 2007-2008);
- Developing financial systems to transfer funds from the central government directly to the citizens' accounts at the local level without any intermediaries in between and with low transaction costs;
- Repeating cycles of collective action at the local village level before scaling up to sectoral and district levels to provide public goods on a larger scale, driven, designed and owned by citizens; and
- Using information generated in social maps to hold various national government departments to account and use social maps as a basis for developing alternative citizen driven national statistical system (Ministry of Local Government).

Several independent audits and studies have consistently demonstrated that Ubudehe has achieved high value for money by ensuring resources go directly to citizens and contributed to increased citizenship and democratization in Rwanda. But most importantly, across all villages in Rwanda Ubudehe is known, and citizens have actively engaged in one way or another in problem defining and solving processes. The Ubudehe programme has promoted: self-governance and poverty reduction; services that respond to citizens' needs; the development of a formal economy, and trust, tolerance and community spirit.

While the Ubudehe initiative is still ongoing, it has achieved several milestones. One of them is the fact that Ubudehe has transformed the nature of Participatory Poverty Assessments (PPAs), moving away from traditional approaches to ones where citizens are truly in control. The use of social maps has begun to transform and influence new thinking in Rwanda about how national statistical systems can shift away from survey based methodologies to ones that are controlled by citizens and thereby capture citizens' voice and preferences regularly. By 2007 citizens in all villages had actively participated in generating social maps and defining and stating their preferences and priority problems. The information generated from social maps is now being used to act as performance measures to hold national government and relevant ministries accountable against commitments made.

The second major achievement is the fact that citizens not only captured and stated their preferences and characteristics of poverty, but had the opportunity to come together through collective action to do something about priority problems they had stated. In 2006-2007, across 9,000 villages, citizens came together to solve the problems they had highlighted (from restocking livestock lost during the genocide, to provision of public

goods such as primary health care or water in collaboration with government). In total, €25 million will be distributed directly to all the villages from the central bank demonstrating how resource transfers from central government directly to citizen groups can take place fluidly and without much administrative costs. This major experience has begun to influence the design and shape of the Common Development Fund (CDF) to ensure that citizens become active agents in planning, budgeting, use, implementation and monitoring of state and donor resources in the provisioning of public goods. The Ubudehe initiative now boasts several thousand examples of active citizen action demonstrating the power of a proactive citizenry if governments can play a more active enabling role for their citizens. The ability of citizens, emerging from the trauma of genocide, to come together and work together to solve common problems has contributed significantly to national healing and trust building crucial for long lasting peace.

As the initiative is still evolving there are aspects of Ubudehe that may not be replicated currently, but could be replicated in the near future. In particular, the ability to transform a national statistics system to capture nationwide citizens' voice is of huge significance as this provides developing countries with the opportunity to generate much more accurate poverty related data resulting in better conceived policy making, resource allocation and the development of performance measures designed and owned by citizens themselves.

Lessons Learned

Because Ubudehe is founded on the core principle that citizens must be enabled to exercise the power to act, by its very nature the Ubudehe initiative is sustainable and transferable. Nationally, Ubudehe has grown from a small pilot project in Butare, South Province, to achieve a national coverage. By 2007, other ministerial departments were being introduced to the power of social maps in determining performance measures, by which government departments and officials can be held to account. The fact that Ubudehe scaled up from 600 cellules (the smallest administrative area in Rwanda) to more than 9,154 cellules is testament to its transferability as is the fact that Ubudehe is recognized nationally and now being budgeted at the national level by the government of Rwanda.

The Ubudehe experience is also a tangible demonstration of the power of social capital. It has helped citizens move away from being dependant and helpless subjects into proactive actors of their own development. By default, as confidence in citizens' increases, sustainability increases since citizens realize that they can tackle communal problems collectively without always having to rely on the State or outsiders to solve their problems.

The Ubudehe process itself facilitated by local community volunteers enables citizens to design local problem solving institutions that can self-govern and self-manage. Only after a sustainability test for self-governance and self-management of capital, opera-

tional, maintenance, information and coordination costs is completed can citizens engage in a problem solving process. This sustainability test ensures that citizens craft local problem solving institutions that they truly own. This includes environmental concerns that can plague the management of common pool resources. There are several elements that have contributed to the evolving success of the Ubudehe initiative.

- **Ensuring inclusive participation:** A firm belief in the principle of real participation and opportunities, and the demonstration of what this participation looks like in practice, have visually demonstrated and encouraged greater support from others.
- **Starting small and scaling up was a core strategy:** Recognizing that any long term change process takes time, and persisting with long term processes has ensured that Ubudehe makes small but gradually inroads into national acceptance;
- **Minimizing expenses:** Keeping overheads low and ensuring over 80% of resources are controlled by citizens themselves has been central in ensuring Ubudehe's success. The Ubudehe secretariat comprises of a small team of no more than five people nationally, and there are no intermediaries in ensuring resources flows between the central government and cellules;
- **Building awareness about people's ability to govern themselves:** This initiative helped people to come together to develop a common understanding of a problem and experience problem solving through direct engagement. People have developed a sense of how to implement and manage their affairs. In the process, citizens debate, negotiate and reach an agreement, which contains details about a commonly agreed purpose, budget and rules of association that will bind citizens. All of this increases local pools of knowledge. By default this initiative has increased the accountability and transparency in the management of their collective action leading to wider calls for accountability and transparency. And this approach now provides for the next phase of Ubudehe – a basis for planning longer term and larger scale support to citizens at the district level; and
- **Ability of donors to embrace innovative development approaches:** The ability of donors, such as the European Union, to take initial risks and experiment with the process has given much boost to this type of cooperation and has also demonstrated that donors need to move beyond traditional development strategies and try out new approaches that may be more relevant to specific contexts. Speaking at the award-giving ceremony in Rwanda, President Kagame said that Ubudehe is “a clear indication of how Rwandan people have managed to solve their own problems by listing their priorities, needs and making decisions by themselves”. “Poverty is a mindset and getting out of it is by making just a simple decision. If we continue with this success record, the country will develop quickly,” he noted.

Asia and the Pacific

India

2008 Category 1 Finalist

District Lokvani Society Sitapur

Sitapur District of Uttar Pradesh (UP), India



Description

Providing online government services and channels for redressing citizens' grievances in rural areas through an online portal made accessible by internet kiosks and public-private partnerships.

Summary

The District Lokvani Society of Sitapur in Uttar Pradesh (UP) was selected as a Finalist for providing information about government services in rural areas and for opening a channel for redressing citizens' grievances through an online portal.

The Problem

Before Lokvani was established, there was no formal system of providing information to citizens about government services. Being a backward district with only 38% literacy, extremely poor and unaware citizens, the government officers acted as rulers rather than public servants. Citizens had no option other than personally visit the District headquarter/Tehsil for government related services/information and/or getting their grievances addressed. In Sitapur, citizens had only two hours a day to interact with the District Magistrate (DM) (administrative head). This caused a great strain on the system and resulted in very few grievances being addressed satisfactorily. Moreover, once a person had met the DM and provided him with his grievance in writing, he received no receipt or number to track the status of his grievance. Also, the absence of checks on public servants' performance encouraged a lackadaisical approach and delays in solving citizens' problems.

Both the officers and citizens were used to this system – repeated physical visits, long queues to meet officers, paper applications and affidavits, files, and babus (clerks). The entire back-end functioning of the system was shrouded in secrecy, and lacked transparency. The system was, generally, not accessible to a common citizen, who typically had to seek the support of either a local political leader, or influential people to represent his case/grievance. This system led to the exploitation of illiterate and uninitiated (to the government's way of functioning) citizens by touts at various stages. This was no doubt a source of corruption. Officers were also over-burdened by excessive paperwork without proper filing systems (including file tracking systems) and red-tape (bureaucratic hassles). Generally district administration officials in In-

dia have a very large population base under their purview. But the infrastructure was abysmally inadequate due to a negligible number of computer systems and the lack of computer networks. There was not even basic awareness amongst officers about basic usage of computers and internet. Even the letters in the DMs office were getting typed on manual typewriters. This was the situation not only in Sitapur, but in most of the districts of Uttar Pradesh.

The Solution

When Mr. Amod Kumar took over as the District Magistrate (DM) of Sitapur in July 2004, he sought to initiate a system that would ensure transparency in the administration. He had heard of two “Government to Citizen” (G2C) initiatives, Gyandoot (gyandoot.nic.in) at Dhar District of Madhya Pradesh, and Janmitra (jhalawar.nic.in/janmitra.htm) at the Jhalawar District of Rajasthan. So he decided to establish a team of three people, including the Sub-Divisional Magistrate, Sitapur (from the revenue department), the District Information Officer (from the technical department), and the Block Development Officer (from the development stream), who were sent to study these two initiatives in September 2004.

After completing the study, a number of brain storming sessions were organized in order to translate the ideas on paper into an actual service and to make it suitable for Sitapur. Finally, the team decided to establish an Internet kiosk based G2C interface (online portal) to provide relevant information to citizens, as well as a channel to effectively redress people’s grievances in a transparent, accountable and time-bound manner, and to furnish information about the performance of civil servants in real time to ensure accountability.

To overcome the resistance of the employees, while designing the Lokvani system, the District Magistrate worked closely with his team of officers. The Lokvani online portal was designed by a team of three officers from NIC (National Informatics Centre), namely Mr. A. P. Singh, Mr. AjaiGopal and Mr. Rajeev Lakhera. Due to the inadequate electricity supply in the district (leading to frequent and long power cuts), it was decided to host the site at the NIC’s Delhi server, rather than at the district headquarters. Therefore, Lokvani would be based on the Internet rather than the Intranet (like Gyandoot and Janmitra) to enable 24/7 access and 100% transparency. The site design was customized to the local needs. The entire site was in Hindi, the official language (which also happens to be the local language). They conceptualized a user-friendly site with large jumbo-sized lists, rather than small bullet points. The site therefore contained no graphics, large Hindi fonts, and was easy to navigate. The text was written in the language of the commoners (like the link for viewing complaint status was titled as “status of your complaints”, rather than “complaint status”).

Self-sustainability and change management were the key strategies for the successful implementation and execution of the Lokvani Project. No additional government resources were needed to implement this project. In fact, the Lokvani Society was built with existing resources and through a public-private-partnership between internet kiosks operators and the government.

The Software was developed by the National Informatics Centre (NIC) as part of its duty to technically assist the District Magistrate. The NIC provided the necessary infrastructure for hosting the Lokvani application at the remote server. To reduce some of the bureaucratic pressures and to effectively implement this initiative, a company by the name of Lokvani was built under the chairmanship of the DM of Sitapur. The company has district level officers and eminent citizens as its members.

Introducing G2C services was not easy. The officers were not well versed with computers; rather they were used to files and paperwork. Electricity supply was erratic, and the tehsils (Indian administrative divisions) were not connected to the internet. The infrastructure was not adequate. To overcome this drawback the public-private partnership (PPP) model of kiosk was introduced. The system is based on an innovative operational model wherein existing cyber cafes are being leveraged to act as franchisees of the system. Such a strategy avoids upfront investments from the government to set up such kiosks and avoids any operational support from the government. This is possible as the system generates its own funds received from the registration fees of kiosks' operators, revenue sharing per grievance, short term and lifetime membership fees. Eminent citizens also contributed to its implementation.

Change management was identified as the toughest task for this project. Officers were not exceedingly eager to learn how to use new technologies. Therefore, it was necessary to have a programmatic approach to change management in order to ensure an effective implementation of the system. Each officer was given a fixed period of 15 days, within which he had to redress each grievance. This strict schedule has dramatically increased the efficiency and accountability of officers. Moreover, the District Magistrate and citizens can access the progress report of the work undertaken by any officer. Transparency brought about by the easy availability of information on land records has reduced the possibility of land scams.

A three pronged approach was adopted to introduce the new system. Firstly, four to five officers were identified, based on their interest, in IT and commitment to enhancing the quality of people's lives. They formed a core group, which looked after its day to day functioning. Secondly, no decision regarding the Lokvani initiative was taken by the leader himself. It was strictly ensured that all the decisions were taken openly in meetings, which were chaired by the DM or any member of the core group. This ensured the participation, interest and enthusiasm of most of the government officers

in the project. Thirdly, a system of positive and negative incentives was developed to monitor the performance of all the officers (about 300 in number) on a weekly basis. This system was publicized extensively to achieve the desired results.

The deadline for the test launch of the site was set to 15 November 2004. Pilot testing began with public grievances on 9 November 2004, and the site was fully operational by 10 December 2004. Initially, there were only 13 Lokvani kiosks (with roughly two in each tehsil). In the first 20 days since the site was activated, they received complaints in single digits (number of complaints received per day); by the first month, they began receiving complaints in double digits (per day); and by the end of the third month, they started getting triple-digit numbers of complaints. As of 15 January 2008, Lokvani had received 109,086 grievances, of which 104,519 have been resolved (sitapur.nic.in/lokvani/stp/exsmry1.asp). Later on with time other information/services were added/are being added upon request of the citizen/kiosk owners.

To reach the rural illiterate and poor people through internet, the kiosks model was copied from the Gyandoot project of MP. An intensive public campaign was launched to break the initial barrier of fear of computers. Radio publicity using FM channels was used to reach the illiterate people who could not read. The aim was to bring a few initial users to the kiosks. Once their problems were solved effectively using Lokvani, word of mouth publicity was enough to keep it moving.

The Lokvani system was also widely promoted through press conferences. Likewise, the kiosk owners were also encouraged to organize awareness campaigns and to take local level measures to publicize the initiative. The main objective was to gain the trust of the people in the system by giving excellent solutions to initial problems. It started with 13 kiosks and presently there are about 110 kiosks spread throughout the district. About 150,000 people have directly benefited from this system in the last three years. (The site can be viewed at: sitapur.nic.in/lokvani using “guest” as user id as well as password). The system has registered more than 100,000 complaints and disposed of over 90% complaints successfully. In the former system, ordinary citizens had to forego wages to stand in a queue to merely file in a petition. They would then have to follow it up with countless visits to various government offices to find out the status and outcome of the petition that was filed. Clearly, with the Lokvani system, citizens are able to put their time to a more productive use, which definitely adds up to the local GDP. It has created employment in rural areas and has ushered in a new era of enthusiastic kiosk operators whose incomes are rising steadily. An unexpected positive outcome of the system has been a perceptible shift towards gender equality as women are more computer literate and some of the most efficient kiosks are being run by women.

The Lokvani model was established keeping in mind the three key stakeholders, that is to say the government, the IT entrepreneurs/Kiosk operators, and, at the heart of the system, the 'citizen':

- **Government:** The systems' success depends upon officers' response to people's grievances and on the information they provide on Lokvani's website. All the government employees are major stakeholders in this system;
- **IT entrepreneurs/Kiosk owners:** The key achievement of this initiative is its self-sustainability and long-term financial viability. The conversion of existing cyber cafes/computer training institutes into Lokvani Centres was a key factor driving the financial success. This step ensured that extraneous capital was not a vital requirement for the solution. The kiosks are run by IT entrepreneurs. The society signed contracts with existing kiosk owners for the purpose of registering them as Lokvani franchisees with only a nominal fee of Rs. 1,000 (Indian rupees) paid annually by Kiosk owner. A typical kiosk has an internet enabled PC, printer, webcam and power backup device (UPS/inverter/generator). Kiosks earn profits through the income generated from various Lokvani services provided to the citizens. In addition, the kiosks can also generate some extra revenue by providing disparate facilities like computer education, computer typing, digital photography, internet access resulting in cross sales. Some of the kiosks are earning as much as Rs. 20,000 per month.
- **Citizens:** The citizens are the reason as well the force behind this initiative. They greatly benefit from the system. In an economy riddled with poverty, it is an enormous burden on the citizens to forego daily wages to obtain government services.

Apart from the above, volunteers of Asha (an NGO led by Mr. Sandeep Pandey, a Magsaysay awardee) mobilized civil society to pressure the government to keep the initiative on track. Media played an important role not only in publicizing the initiative (so that people can use it effectively), but also criticizing the non performing officers by bringing out newspaper reports and stories on news channel by picking up their performance directly from the website.

The Lokvani system is the first example in India of pure PPP in establishing the internet kiosks in rural areas. It is an example of ICT being used on a large scale for the masses instead of upper classes. In India, after Bhoomi in Karnataka (land records computerization), perhaps it is the biggest example of ICT use for the rural poor.

After its overwhelming success and people's support in Sitapur, the UP Government issued a Government Order (G.O.) on 16 June 2005 to replicate it in the whole state. The project Lokvani, which has been replicated the initiative in about 35 districts, can be completely adapted with ease. A translated Telugu version of Lokvani is being

used in Andhra Pradesh. The wide network of NIC, as well as coordination between employees and a standardized central data structure has made the transferability of the project exceptionally smooth and fast. It takes only a few hours to install the system in a new district, but strategically it takes time to implement. This system can be made operational by conducting a Lokvani meeting once a week under the chairmanship of the District Magistrate.

Lessons Learned

The Lokvani initiative has proved that a low literacy rate, financial constraints, and power shortages are not a barrier for implementing a successful e-Governance project. Sitapur has a 38.6% literacy and negligible computer literacy rate. However, this did not prove to be a deterrent to the project since the existing kiosks were used as an interface between the system and the citizens.

A key learning point from this solution is that word of mouth is the most effective and efficient mechanism for generating awareness among rural and semi-urban citizens that have low literacy rates. Rural people have lost trust in advertisement due to false promises made to them. Hence, trust can be built only by offering services that satisfy their needs over a period of time.

By charging the kiosk operator an annual fee for hosting government services instead of subsidizing kiosks, the Lokvani initiative has proved that e-Governance projects can be a source of revenue for governments even in a district where 88% population is rural and the average per capita income is very low. The project has succeeded despite several odds such as extremely poor literacy, only six to seven hours availability of power in rural areas, minimal computer literacy, poor connectivity and an inert socio-political atmosphere. It has demonstrated that e-Governance/ICT can succeed without electricity also in rural areas, provided a good business model is built around it. Kiosks are managed using generators/invertors/solar devices. This shows that profit motive and competition can overcome many infra-structural inadequacies. The large success of the project has created an e-Governance friendly atmosphere in the state.

Another important lesson learned is that widespread awareness, as well as a more informed public opinion can go a long way in the fight against corruption. People were unaware of their rights as well as of the various services offered by the government. Lokvani has brought about a well appreciated transparency by displaying the performance of officers on the web (sitapur.nic.in/lokvani/stp/officerwise_detail.asp). This kind of openness cannot be found yet in any other government organisation in the country.

Asia and the Pacific

Singapore



2008 Category 1 Winner

Home Ownership Programme

Housing and Development Board, Singapore

Description

Fulfilling the aspirations of Singaporeans for homes and communities through the Home Ownership Programme established by the Housing Development Board in Singapore.

Summary

To forge nation building and community development for a multi-racial society, the Government of Singapore decided to move away from rental housing to leasehold ownership flats by encouraging home ownership. Singapore's "Home Ownership for People Scheme", was introduced in 1964 through the Housing & Development Board to help Singaporean families own their apartments. With home ownership, each Singaporean family has an asset to hedge against inflation and an investment that can be monetized in times of need.

The Problem

When Singapore obtained its independence from Great Britain in 1959, it faced serious problems of a rapidly growing post-war population (4.3% per year or 60,000 citizens), high unemployment rate (about 13.5%) and a critical shortage of sanitary housing. Public housing provided by the colonial government was grossly insufficient to meet a booming population. Basic housing was out of reach to large majority of Singaporeans. Only 9% of 1.6 million people were living in public housing.

The city was mostly occupied by dilapidated and overcrowded shop houses. Due to postwar rent control, landlords had no incentives to maintain their properties and allowed them to sink into disrepair, while their chief tenants benefited by endlessly sub-dividing cubicles to maximize large number of sub-tenants to collect rent. At the city periphery, racketeers made quick profits on unauthorized shelters in squatter settlements and in vacant land that were not properly controlled, to ignorant citizens. Such overcrowded slums and squatter colonies with no sanitation, water or basic facilities were homes to more than half a million people. They became breeding grounds for disease, crime and fire hazards. Social disharmony and frustration among the different communities of ethnic groups were strong; riots and strikes were common.

In many countries and for many people the concept of public housing is mostly used as a housing programme of low quality and insecure place to stay in. But in Singapore, the Housing Development Board (HDB) flats offer their residents “quality lifestyles in quality buildings”. Before the programme started, most people lived in squatter colonies and city slums. In 1960, a housing programme was launched to build low-cost public housing. Basic self-contained units with piped water, electricity and sewer discharge, was initially let at low rents to low-income families. However, in many countries and for many people the concept of public housing is mostly used as a housing programme of low quality and an insecure place to stay in. But in Singapore, the Housing Development Board (HDB) flats offer their residents “quality lifestyles in quality buildings”. Before the programme started, most people lived in squatter colonies and city slums. In 1960, a housing programme was launched to build low-cost public housing. Basic self-contained units with piped water, electricity and sewer discharge, was initially let at low rents to low-income families. However,

The Solution

It was estimated then that about 14,000 new housing units annually were needed to cater to the rapid increase in population, relieve overcrowding in the city and to re-house poor families affected by slum clearance. Responding to the crisis, a new housing authority, the Housing & Development Board (HDB) was set up in February 1960 to spearhead provision of sanitary and affordable housing to the population. Public housing took top priority under the newly-elected government, and HDB was given full financial and legislative support to carry out its tasks.

An immediate task of HDB was to provide as many low-cost housing units as possible, within the shortest time. The apartments, known as HDB flats, were designed to be self-contained units, with piped water, electricity, sewer discharge and adequate living space for families. In the first five years of its existence, the HDB built 50,000 flats, a remarkable feat, considering that the colonial government took 30 years to provide only 23,000 flats. Within ten years, the severe housing shortage was largely resolved.

Initially, the flats were let at low rents to low-income families. However, to forge nation building and community development for a multi-racial society, the government decided to move away from rental housing to leasehold ownership flats by encouraging Home Ownership. Owning a home would instill pride and a sense of belonging among the people, which also would enable them to have a stake in nation-building.

The “Home Ownership for People Scheme” was introduced in 1964 to help Singaporean families own their HDB flats. Today, there are more than 800,000 HDB flats in Singapore, housing over 80% of Singapore’s resident population of about four million. Almost all (95%) HDB households own their homes. An equally high proportion (94%) of HDB residents are satisfied with their flats (based on HDB’s five-

yearly Sample Household Survey). Home ownership has become an indistinguishable norm from Singapore's public housing programme. Beyond providing physical shelter, the home ownership scheme, buttressed by community-focused housing policies, has played an important part in Singapore's nation-building and contributed to the overall economic, social and political stability of Singapore.

First, owning a home meant that Singaporeans were more committed to the country's long-term survival and interests. Since each family has an asset to defend and benefit from enhancement in value of their home, home ownership contributed to both social well-being and stability.

Second, home ownership helped to build strong work ethics. Homeowners were more likely to work hard to finance the purchase of their home, thereby contributing to greater productivity and economic growth for Singapore.

Third, home ownership helped to root the people physically and emotionally, as there would be a greater sense of belonging and identity with the nation.

Fourth, home ownership helped to instill a sense of pride among homeowners for their living environment. Problems of poor maintenance and upkeep of the housing estates would be less likely to occur. This prevented public housing estates from degenerating into urban slums.

Finally, home ownership reduced the need for heavy government financing to provide public rental housing. This ensured the sustainability of Singapore's public housing to the benefits of Singaporeans. HDB estates have become a common point of emotional reference for most Singaporeans. This "HDB Experience" bonds Singaporeans, in the same way that National Service and the education system have created a common experience among Singaporeans of all races and from all walks of life. Singaporeans of different races and socio-economic groups could have the opportunities to mix and interact with one another, thereby fostering ethnic integration and social cohesion.

At its inception, HDB was responsible for the entire process of public housing provision, from planning and design to the removal of squatters, land assembly, construction (with building works by private building contractors) and equitable housing allocation. Upon completion of the flats, HDB followed through with the flat allocation, management and maintenance of the housing estates. In 1989, Town Councils were formed to take over the management and maintenance of the common areas in HDB estates. In 2003, with the corporatisation of the Building & Development Division of HDB (comprising architectural, engineering and project management expertise), the design and development of HDB flats, implementation of upgrading programmes, procurement of construction services and resources, project management, etc., were outsourced to private consultants, including Surba-

na, the corporatised body. In 2005, the government launched the “Design, Build and Sell Scheme,” which allowed private developers to develop and sell a proportion of new public housing on same eligibility conditions as HDB to provide more options to meet growing housing aspirations.

An important partner of HDB in the home ownership is the Central Provident Fund (CPF) Board, the statutory body that administers Singapore’s mandatory pension contributions. In 1968, CPF Board allowed its members to pay for their HDB flats using the savings in their CPF accounts. This provided a low-cost home financing solution to bring home ownership within the reach of most Singaporeans. It is a major factor underlying the success of the home ownership scheme.

As public housing is in fully integrated and self-contained towns with a full range of commercial, educational, recreational, transport and other communal facilities, HDB also works closely with various public agencies, e.g., Urban Redevelopment Authority, National Parks Board, Land Transport Authority, Ministry of the Environment and Water Resources, Ministry of Education, Singapore Land Authority, and Ministry of Community Development, Youth and Sports, on comprehensive planning for township development. Singapore’s achievements in public housing and home ownership can be attributed to an interaction of several policies as briefly described below:

- **Land Acquisition Policy:** In the early years, to assemble sufficient land at a reasonable cost, the government had to acquire private land for the development of new public housing. Landowners, who were given fair compensation for land acquisition, were initially aggrieved but accepted it for national interests, as demonstrated by the government’s massive and successful execution of the public housing programme;
- **Central Provident Fund Policy:** The CPF, a compulsory savings scheme whereby up to 34.5% of a worker’s salary is set aside by the employer and employee, has enabled Singaporeans to fund the purchase of their homes. Today, over 70% of Singaporean HDB flat owners service their housing loans from their CPF account without the need for outright cash payments. There is an element of housing subsidy built in the scheme. All HDB flats are sold on a 99-year lease at subsidized prices. Every flat is sold by HDB at below their market value to ensure that HDB flats are affordable to citizen families. First-time citizen buyer have a choice of buying a flat at a subsidized price from HDB, or an HDB flat at market value in the secondary market with a housing grant of SGD\$30,000 to SGD\$40,000 from the government. Lower-income families (with monthly household income not exceeding SGD\$4,000) are assisted with more subsidies in the form of additional housing grants of up to SGD\$30,000, at graduated scale, so that the lower the household income is estimated, the higher the subsidy the families would enjoy. This is on top of existing housing subsidies given to first-time buyers;

- **Affordable Pricing:** To ensure that the large majority of Singaporeans have access to quality housing, HDB is guided by the government's commitment that 90% of Singaporean households will be able to own at least a basic flat. HDB closely monitors the Debt-Service Ratio of the target segments, comparing the monthly mortgage payments of the flats they buy with their income levels. Today, the Debt-Service Ratios of its flat buyers are generally below 25% of their monthly household income, well within international benchmarks on affordable housing expenditures.

To keep public housing affordable, development cost is carefully managed through land use optimization, cost-effective building design (high-rise, high-density) and enhanced construction efficiency. Latest innovations in building technology, such as prefabrication and pre-casting, are adopted to raise construction productivity and quality, while lowering construction cost. The concept of a sole agency in charge of public housing enables more effective resource planning and allocation. HDB is able to secure land, raw materials and manpower for large-scale construction to optimize results and achieve economies of scale;

- **Home Financing:** Besides the availability of CPF savings for flat purchase, HDB also provides housing loans at concessionary interest rates to eligible home buyers. HDB flats can also be mortgaged to approved banks and financial institutions for competitive home loans;
- **Eligibility conditions:** As public housing is heavily subsidized, appropriate eligibility rules and policies are necessary to allocate limited housing resources and subsidies to deserving applicants. Since home ownership was implemented in 1964, HDB flat buyers need to meet the eligibility conditions of family nucleus, citizenship, household income ceiling and non-ownership of private property. To deter speculation of public housing, HDB flats are sold for owner-occupation. Each eligible household can own only one HDB flat at any one time. Flat owners need to occupy their flats to satisfy a minimum occupation period before they can sell them in the open market or sublet their entire flats. Each family can buy subsidized flats twice. Those who buy a second new flat from HDB must have occupied their first flat for five years and pay a levy to reduce the subsidy of the second flat;
- **Planning Concept and Ethnic Integration Policy:** Being a multi-ethnic and religious society, Singapore recognizes the importance of racial and religious harmony. HDB public housing estates are physically designed to promote interaction among residents of different income levels, races and religions. HDB estates are developed with facilities such as places of worship, eating and marketing facilities that cater to the needs of all ethnic groups. Flats of varying

types and sizes are provided within each precinct and block, so that households of different income and social profiles can live together and interact with each other. Common spaces and shared facilities, e.g., open spaces and children's playground, are provided for residents to mingle. The Ethnic Integration Policy, implemented in 1989, seeks to prevent the formation of racial enclaves by setting the maximum allowable proportion for each ethnic group in every HDB neighbourhood and block. Today, every public housing estate is a microcosm of multi-racial Singapore; and

- **Physical Design:** To build an inclusive society, public housing accommodates various groups of people. Flats built in the early years were utilitarian, comprising uniform blocks of mainly 1-room, 2-room, and 3-room flats (from 35 to 60 sqm). Progressively, in response to changing lifestyles and growing affluence, bigger flat types, 4-room, 5-room and Executive flats (90 sqm to 145 sqm) were introduced in the 1970s and 1980s, and Premium flats with better quality finishes in the 1990s. To encourage private sector participation in public housing and to inject greater variety for flat buyers, the Design, Build & Sell Scheme (DBSS) was introduced in 2005 whereby private developers undertake the entire public housing development process – from tendering for the land, design and construction, to the pricing and sale of the units to eligible buyers. The government continued to provide housing grants to eligible flat buyers of DBSS flats.

With an ageing population and a widening income disparity in Singapore, greater attention is now paid to elderly and low-income flat buyers, through the provision of Studio Apartments, a special form of public housing customized for elderly living and sold on shorter 30-year leases for affordability; and the construction of more smaller flat types.

As home purchase requires long-term financial commitment, it is important that flat buyers are credit worthy and purchase flats within their means, so that they can sustain long term ownership of their homes. HDB carries out credit assessment on home buyers, taking into account the buyers' age, income and other financial commitments. Flat buyers are also required to make full use of their CPF savings first before HDB grants them an HDB mortgage loan. For borderline cases, HDB conducts financial counseling sessions so that flat buyers are aware of their financial commitments before the flat purchase. Home buyers are also required to take up Home Protection Insurance to help family members pay off the mortgage loan in the event of demise of the flat buyers. Those who face temporary financial difficulties in repaying their mortgage loan due to a reduction or loss of income, retrenchment or business failure etc., are assisted through various financial assistance measures.

With 95% of flat dwellers owning their flats, it is important that the asset value of public housing is sustained and enhanced where possible. Since the 1990s, HDB

has implemented an Estate Renewal Strategy to bring older HDB estates to the standards of newer ones. This programme improves and upgrades the physical conditions and facilities of ageing estates and flats. The programme is heavily subsidized by the government, with citizen flat owners co-paying only a small amount of the cost.

Lessons Learned

There are at least a few key lessons to be drawn from Singapore's home ownership scheme hereby summarized:

- **Importance of Home Ownership:** When HDB was formed in 1960, the original intention was to build flats for low-cost rental housing. However, soon after, the government decided to help the people to own homes. By owning their flats, HDB residents are committed to take care of their property and housing environment. This in turn helps to preserve their property asset value. More importantly, owning a home has given the vast majority of Singaporeans a tangible stake in the country, something to protect and defend. The home ownership scheme has therefore contributed significantly to their nation-building efforts;
- **Focus on Building Communities:** There are many examples around the world today of racial tensions and conflicts between different ethnic groups and religions. These usually originate from socially or racially segregated ghettos and slums of their cities. Once racial enclaves are formed, people of different races do not have opportunities to interact with each other, resulting in mistrust with one another and misunderstandings flaring up into altercations easily.

In a multi-racial society like Singapore, the government implemented a policy to integrate different races and income groups in their HDB estates. Through the design of public housing and policies e.g., Ethnic Integration Policy, HDB has been able to maintain racial harmony and social cohesion, despite the diversity of the population. This has been critical to Singapore's national development; and

- **Forward-looking & Responsive Housing Policies:** Public housing policies should be forward-looking to meet the ever changing needs of the population. In planning HDB towns, HDB took a long-term and comprehensive planning approach, working closely with other public agencies to ensure that all necessary infrastructure and facilities are in place. The housing policies and programmes are formulated and regularly reviewed and refined to ensure that they move with the times even as the population and its expectations change, and that both immediate and long-term housing objectives, and the needs and aspirations of Singaporeans are met.

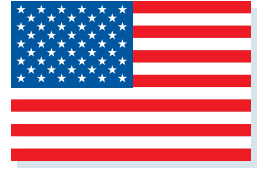
Talking about future plans and the provision of quality services, Mr. Tay, the HDB CEO summarizes: “Our plans going ahead are to be an outstanding organisation fulfilling the aspirations of Singaporeans *for homes* and communities that all are proud of.”

The HDB is also looking to contribute to the social well-being of Singapore and help build cohesive communities in HDB estates. Extensive consultations were carried out for estate upgrading and redevelopment programmes to engage the residents. Other community outreach programmes such as welcome parties for residents in newly completed housing precincts, public talks and exhibitions were also implemented. In other words, the housing projects are planned in a way that they include a full range of facilities so that they help build communities and they provide spaces and facilities for all ethnic groups.

The UNPSA has drawn more attention to HDB from other national organisations and from public housing programmes in other countries as well. Through workshops and visits, HDB has shared its experience with countries like China, Thailand, and South Africa. The HDB initiative has also been featured in newspapers in China such as “The 21st Century Business Herald; Guangzhou, China. On 7 October 2008, the HDB was awarded the Singapore Quality Award (SQA), which recognizes exemplary organisations that have demonstrated outstanding management capabilities and delivered superior performance in business excellence. Regarding the national and international recognition, the HDB management declared: We are always on the lookout for new opportunities to do things more effectively and efficiently. Internally, we have an Innovation Promotion programme that steers innovation under the five paradigms of innovation, which focus on product, service, process, policy and business models. In addition, HDB also submits innovative projects/programmes for external affirmation and in recognition” (2008 UNPSA Questionnaire).

Europe and North America

United States



2008 Category 1 Winner

Juvenile Delinquency Domestic Violence and Family Violence Court, State of California Superior Court for the County of Santa Clara, San Jose, California, United States

Description

Providing a comprehensive “youth-specific” criminal justice intervention uniting different divisions in a common effort to combat youth violence, rehabilitate abusive youth and deliver specialized services to victims through the Juvenile Delinquency Domestic Violence and Family Violence Court.

Summary

The Juvenile and Domestic Violence and Family Violence Court, the first program in the nation to specifically intervene in issues of juvenile domestic and family violence, was created in 1999, under the leadership of Superior Court Judge Eugene M. Hyman, to provide a comprehensive, “youth-specific” criminal justice intervention that focused on uniting different divisions in a common effort to combat youth violence. The new program represented a broad collaboration between the court, law enforcement, the District Attorney, the Public Defender, Probation, and community service providers. This unique, court-based program focuses on reducing the number of juvenile domestic and family violence cases in Santa Clara County; providing rehabilitation services to abusive youth; and delivering specialized services to victims.

The Problem

Domestic violence and child maltreatment have devastating effects on children who are exposed either as direct victims or as witnesses to the abuse of their parent. The “cycle of violence” can be a generational phenomenon, where violent behavior is passed down from parent to child and learned as a way of interacting with others. Many studies have shown children who come from abusive homes are at greater risk of becoming adults unable to have healthy relationships. Like the parent whose abuse they endured or witnessed, these adults now perpetrate violence on intimates or family members.

The criminal justice system’s response has historically focused on these adult perpetrators of domestic violence, from arrest and prosecution to probation and batterer’s intervention programs. But justice systems were not specifically addressing the unique problems of juvenile domestic violence, when youth are violent towards their dating partners, and juvenile family violence, when youth are violent towards parents or siblings.

Juvenile domestic violence and juvenile family violence are distinct phenomena. But there is growing knowledge of their prevalence in the society. Sobering statistics indicate that abuse committed by juveniles is a “hidden epidemic”. A 2001 study indicated that one in five female high school students reported physical or sexual abuse by a dating partner. The Santa Clara County Domestic Violence Council’s Death Review Committee, which has reviewed all domestic violence-related homicides in the county since 1993, has found that many of the total domestic violence-related deaths (from 11.7 to 41.6% per period) occurred in relationships that began when the victim was underage. Youth exposed to violent relationships are at risk for more serious or even deadly violence as adults.

Criminal justice interventions for violent youth were inadequate. Police merely referred incidents of youth violence to probation officers who informally counseled offenders before referring a matter for prosecution. Even if charges were filed against a violent youth, the criminal disposition may still result in an “informal” probation-based response. As a result, teen dating violence and family violence incidents were not being recognized as the serious crimes that they are. Parents and juveniles were not receiving necessary assistance to rehabilitate the young offenders. Victims also did not receive restitution to compensate them for their economic losses, information regarding disposition of their cases and the important community program referrals they needed in order to heal.

The Solution

The “hidden epidemic” of youth violence was addressed in 1999, when Santa Clara County established the first program in the nation to specifically intervene in issues of juvenile domestic and family violence. In 1999, under the leadership of Superior Court Judge Eugene M. Hyman, the Santa Clara County established the Juvenile Domestic and Family Violence Court – the first of its kind in the nation.

The new program represented a broad collaboration between the court, law enforcement, the District Attorney, the Public Defender, Probation, and community service providers. The program provided a comprehensive, “youth-specific” criminal justice intervention that focused on uniting different divisions in a common effort to combat youth violence. Although the concept of the Juvenile Domestic and Family Violence Court was conceived by the Honorable Eugene M. Hyman, its success has depended on the active participation and involvement of many other players and stakeholders. The government agencies participating were: Santa Clara County Probation Department, Office of the District Attorney, Office of the Public Defender, Each of the 13 police departments in the county. The non-government agencies involved were: Victim services agencies (e.g., Victim-Witness), Legal services agencies (e.g., Legal Advocates for Children and Youth and Support Network for Battered Women), Domestic Violence Intervention Programs.

To make the Juvenile Domestic and Family Violence Court succeed, four key steps in its development and implementation were identified:

Idea Conception: Juvenile domestic and family violence was not receiving the same analysis or attention it was given in the adult system. Thus offenders were not being held accountable or provided adequate rehabilitative services and victims were likewise not receiving referrals and service. With this new model, the importance of interceding in juvenile domestic and family violence cases as early as possible was identified in order to provide the supervision and intervention necessary to reduce the likelihood of youth becoming adult offenders. To address this concern, three key priorities were identified:

- Reduce the number of juvenile domestic and family violence cases in Santa Clara County;
- Provide rehabilitation services to abusive youth; and
- Deliver specialized services to victims, whether they were the dating partner or the parent/sibling of the offender.

Stakeholder Identification: Stakeholders were identified amongst existing mandatory services within the juvenile system including; law enforcement, Probation services, the Office of the District Attorney and the Office of the Public Defender. Specialized domestic violence service providers including Victims services and Legal services agencies who previously had no formal role or communication with other stakeholders were identified and brought to the table. Domestic Violence Intervention Programs that were providing services to adult offenders were enlisted to develop and deliver programs specific to juvenile offenders.

The development of a committee, which held monthly meetings formalized the roles of all stakeholders. An important indirect benefit of the program is the increased communication and cooperation across different agencies.

Role Identification: Roles, procedures and practices needed to be modified in order to achieve the programs key priorities. Traditional roles and interaction amongst stakeholders were reviewed and areas where roles needed to be revised, expanded or formalized were identified. For example, law enforcement adopted a mandatory arrest policy, which was necessary to increase victim safety and to communicate to the offender and the community the seriousness of the offence. In addition, building on the strength of an existing dedicated juvenile domestic violence caseload, Probation was able to shift from a primarily informal process, to one which required that any domestic violence related act/case must be referred to the District Attorney for prosecution.

Protocol Development: Protocols specific to each function were developed by the individual stakeholder agencies and brought to the larger committee meetings for

input and recommendations and to determine areas of referral and intersection. Protocol development was essential to the long term success of the program ensuring continuity that survives changes in personnel amongst the stakeholders. Protocols also identify responsibility areas amongst stakeholders and require ownership and accountability. An annual protocol review process was recommended.

The creation of the specialized court involved creating and implementing new ways of thinking about cases of youth violence through the following strategies:

- “Cast a bigger net” through the creation of new intake and referral protocols: Law enforcement agencies in the county collaborated on creating new response protocols, which required police to arrest where appropriate and to refer cases to juvenile probation for intake. By using more sophisticated models, cases involving violent youth were specifically screened by Juvenile Probation and referred to the District Attorney if Probation believed the offense fit the criteria for abuse. If a criminal case could be proven, the District attorney issued a petition. Initial risk assessment was crucial for evaluating victim risk and for issuing appropriate interim orders of protection where applicable; and
- Establish “zero tolerance” through training: Attorneys were re-trained to view juvenile violence consistent with the county’s “zero tolerance” approach to adult cases. The county prosecution and public defender received introductory training about domestic violence and its various forms that are likely to be presented in court. As result, both sides were able to resolve cases earlier. Training enabled prosecutors to properly charge cases and to request proper conditions of probation to supplement those requested by the probation department. The prosecution, in addition to probation and the police, were able to assist victims with more community-based referrals. These referrals increased the likelihood that not only would victims obtain the services they needed, but in addition, increased the odds that victims would appear in court and testify appropriately as a result of being less dependent on the defendant for financial and emotional support. Defense attorneys were better able to defend their clients as a result of increased trial skills and knowledge of probation conditions and probation violations. Attorneys could thus identify those clients needing specialized services in addition to intervention programs for domestic and family violence.

Keep “eyes” on the offender:

- **Frequent Judicial review:** Judge Hyman deemed frequent judicial reviews critical, not only for assessing abuser and stakeholder accountability but also victim safety. Frequent reviews kept the focus on the young offender completing their 26-week program and complying with all conditions of probation, including staying in school, avoiding drugs or alcohol, and following any protective orders in place relating to the victim; and

- **Intensive Probation supervision:** The probation officers supervised domestic and family violence delinquents more intensely, providing victims greater protection while maximizing efforts at rehabilitation. Protocols also required that Probation provide referral sources for victims in every case.

Ensure accountability with tailored intervention programs: the court intervention focused on sending the youthful offender to a 26-week intervention program for domestic and family violence. This program was developed to specifically address these forms of violence, which are based upon models of power and control, tailored with a “youth-specific” message. The programs were delivered by three to four local providers, using a gender-specific curriculum.

Ensure victim safety through services and referrals: The program referred victims to non-governmental agencies that provided specialized services, including paternity testing, child support and visitation determination, and appropriate restraining orders. The program also gave victims access to restitution or their losses and access to counseling services through Victim-Witness.

The programme’s aim was threefold:

- Reduce the number of juvenile domestic and family violence cases in Santa Clara County;
- Provide rehabilitation services to abusive youth; and
- Deliver specialized services to victims, whether they were the dating partner or the parent/sibling of the offender.

This unique, court-based program includes the following key components:

- **Assessment:** Domestic and family violence cases are identified at the intake process by specially trained probation officers who conduct a detailed risk assessment;
- **Specialized Prosecution and Defense:** Both the District Attorney’s Office and the Public Defender’s Office specially train attorneys to handle juvenile domestic and family violence cases;
- **Dedicated Docket:** One afternoon a week is set aside exclusively for juvenile domestic and family violence cases;
- **Intensive Supervision:** Abusive youth are subject to periodic reviews by the judge, as well as intensive probation supervision. Probation’s specialized domestic violence/family violence unit stresses accountability and competency skills for healthy relationships;
- **Offender Programs:** A major component of the court-based intervention is a “teen-specific” 26-week batterer’s intervention program, supplemented by substance abuse programs, mental health programs, or other counseling as needed; and

- **Victim Services:** The Program offers victims direct and confidential advocacy, support groups, legal assistance, court accompaniment, assistance with Victim/Witness claims, and resource referrals.

Instead of “informally” treating youth cases through Probation, under the new court system the vast majority (93%) of domestic/family violence cases in Santa Clara put offenders on formal probation. A formal probation model treats juvenile violence as a serious crime and focuses on early intervention to stop the violence and rehabilitate the offender. A 2003 study that tracked the specialized court three years after its inception showed that most youth who completed the 26-week intervention program were deterred from recidivism.

Lessons Learned

The model is clearly sustainable since it is still in operation almost nine years later, under the leadership of two subsequent juvenile delinquency judges. It has not required specific funding of any kind. Santa Clara’s specialized court has been the subject of scholarly research on the Effects of Court-Based Programs on Recidivism (Sagatun-Edwards etc., 2003 and Ueket, Sagatun-Edwards etc., 2006), and has received national attention on television programs like Nightline, Good Morning America, 60 Minutes and Montel Williams.

Within two years of the court’s 1999 launch of the Juvenile and Family Domestic Violence Court, nearby San Francisco County replicated a similar model with few adjustments. Under a grant from the National Centre for State Courts, researchers studied the effects of Santa Clara County’s specialized Juvenile and Family Violence Court in 2003 and 2006. The study found the specialized program had a deterrent effect on first-time offenders. However, youth who already had a criminal record were more at risk to recidivate. One year after the arresting incident, about 30% of offenders with prior delinquency had recidivated, regardless of any specialized intervention. There are a number of important lessons learned as outlined below:

- **The importance of fostering interagency collaboration:** It took months to develop smooth collaboration. Frequent meetings kept the players working toward the same goals;
- **Ensure completion of the 26-week program:** the key to achieving recidivism goals, especially with first-time offenders, included completing the 26-week program. Thus it was necessary to deal with alcohol or substance abuse issues as early as possible, and employ review strategies that encourage probation compliance. The ability and willingness of juveniles to successfully complete a probation program varies significantly between first-time offenders and repeat offenders. Juveniles with prior records were least likely to successfully complete probation. Further studies will be conducted on how juveniles re-

spond to each facet of an intervention program so that strategies can be taken to improve successful completion rates;

- **Graduate sanctions:** while a zero tolerance sends a strong message to abusers that abuse is unlawful, many arrested youth are first-time offenders, who get “stuck” in the juvenile system because they cannot complete conditions of probation. Programs that treat all offenders with the same intensity of sanctions may be counterproductive. Graduated sanctions that take into account the severity of the incident and extenuating circumstances may offer a more balanced approach to the experiences of the juvenile population; and
- **Complement the specialized program with more mental health services:** a sizeable proportion of juvenile domestic/family violence offenders have been diagnosed with mental health issues. At a minimum, a mental health component should complement justice system remedies. In some cases, mental health programs can offer additional services that may be more suitable than court-based intervention programs. Recognizing the intersection of mental health and juvenile delinquency, including teen domestic and family violence, has had an impact on the design and effectiveness of the intervention programs.

Latin America and the Caribbean

Brazil



2008 Category 1 Winner

Arts and Crafts School Project of Santana de Parnaíba
Prefeitura Municipal de Santana de Parnaíba
Santana de Parnaíba, São Paulo, Brazil

Description

Reducing juvenile delinquency and poverty by teaching the socially disadvantaged youth restoration skills, therefore applying them to restore and revitalize the historic centre of the city of Santana de Parnaíba, Brazil and opening up greater employment opportunities.

Summary

This initiative, which took place in the 427-year-old Historic Centre of Santana de Parnaíba in Brazil, has promoted the restoration and revitalization of the Historic Centre of the city and its surroundings, by training young people with psycho-social difficulties at the Arts and Crafts School Project of Santana de Parnaíba. By providing young people with training opportunities and on the job experience in restoration and related arts, the Arts and Crafts School Project of Santana de Parnaíba, supported by political leaders and the private sector, has promoted the city's restoration of cultural assets while generating new jobs (86% of the graduates of the school went on to find a job), labor qualification, cultural sophistication, greater access to and appreciation of cultural assets, in addition to the development of related areas such as education, environment, social inclusion, etc. The project has also built in an element of sustainability in that the same young people who were responsible for damaging the buildings of the city with graffiti were trained to restore them. Thus, once the restoration was completed, these young students felt a sense of accomplishment, as well as ownership of the city's historical centre, therefore not engaging any longer in vandalistic behavior.

The Problem

Before the implementation of the *Projeto Oficina Escola de Artes e Ofícios de Santana de Parnaíba* (POEAO-SP – Arts and Crafts School Project), the city of Santana de Parnaíba had lost all cultural identity and lived the conflict of having to preserve this “Historic Centre”, all damaged and covered with graffiti. Among the problems there was lack of tourism and leisure equipment such as restaurants, bars and galleries; regardless of their economic power, the population (most of whom from the northeast of the country) had little interest in this old complex. It was considered as just a “dormitory” for out-of-town workers and business people due to the lack of

specialized labor for the restoration of the buildings and the small offer of cultural activities and work for the impoverished youths.

Santana do Parnaíba is a town of 85,000 inhabitants with twenty five slums and 14 luxury condominiums. It is located within Great São Paulo, 40 km from Congonhas Airport. It is a 427-year-old Historic Centre with 209 listed buildings and protected surroundings with over 200 buildings, in addition to alleys, streets and squares. The governmental body responsible for listing the whole complex is CONDEPHAAT-SP (Council for the Defense of the Historic, Artistic, Archeological and Tourist Heritage of the State of São Paulo), but some listings are also provided by IPHAN (Institute of National Historic and Artistic Heritage).

The Solution

A group of citizens residing in the Historic Centre, together with members of the Town Council and the Town Hall were responsible for proposing and contributing to the establishment of the POEAO in Santana do Parnaíba. Their main fear was total loss of the town's memory and identity. At the same time, they were aware of the fact that, without an identity between the people and the city, there would never be a sense of shared ownership and responsibility in dealing with local problems, and thus with development issues at the local level. To solve the problem, this group of dedicated citizens brainstormed on the major steps to be taken. First, it was necessary to find ways of including the youth affected by psycho-social difficulties into the town and society's fabric. Second, it was necessary to recover the Historic Centre and its importance for the general population, to strengthen the "parnaibano" pride as well. So the idea of establishing courses of Restoration and Conservation of Furniture and Properties for the aforementioned youths was promoted by the Arts and Crafts School Project and the Heritage Maintenance.

The main strategy was to make the population trust the socially disadvantaged youth so as to integrate them in the life of the city and to employ them to restore the beauty of the old mansions of the Historic Centre. To do that, a regional and national media campaign was launched to highlight the positive role of this school in social and conservationist projects. At first, the school's focus was to elaborate a quality project to be approved by the listing organs and the Council of Culture. Some difficulties were to be expected in the approval of a project of this kind: the restoration of cultural assets by youth with psycho-social difficulties.

Once this step was over, the school had to select the youth who would be part of this initiative, and this was not an easy task given the large numbers of impoverished people. The criteria were based on the views of the town's Social Assistance Service, the Tutelage Council, the judicial system, Neighborhood Associations and Service Clubs.

The following step was to ‘get to know’ the young people selected for the project; a particularly difficult task as many of them had suffered severe traumas and bad experiences, in addition to being often times from rival gangs. The Arts and Crafts School Project had to learn about their individual history, concepts, health and hygiene conditions and how much sexual education they had in order to re-socialize them and involve them in the restoration of the town’s cultural heritage. This was also a way to make the restoration craft less elitist. And the youth could channel their energies in outdoing themselves and reaching their goals, trying to be the best ‘professionals’ ever.

Not only these young people received theoretical instruction in the art of restoration, and psycho-social assistance, but they also received compliments from the community and the press for the results they achieved in restoring the city’s historical sites.

All the activities at the Arts and Crafts School Project approached transversely themes like citizenship, rights, quality, ethics, environmental education, hygiene, etc. These once outcast youths became the tools for the integration of the whole community, and instead of depredating the Cultural Heritage, they became essential preservation agents. Thus, the community, the political leaders and the private sector took over this initiative and helped it flourish.

For the following 12 months, a budget of R\$373,000.00 (three hundred and seventy three thousand reais) was distributed as follows: R\$113,000.00 for aid-scholarships for the apprentices, R\$82,000.00 for daily transport fares for the project’s youth, R\$14,000.00 for life insurance for the apprentices, R\$22,000.00 for their uniforms/EPIs, R\$49,000.00 for teaching and related material and R\$93,000.00 for the technical teaching team. Three masters and one pedagogical coordinator are full-time dedicated to the School, and the other five professionals are Town Hall employees who are involved with this initiative and with other activities of the town’s historical heritage preservation (engineer, secretaries and teachers).

One of the biggest obstacles in implementing this initiative was that the owners of the historical buildings did not believe in the capacity of the youth – who came from the outskirts of the city and many of whom were ex-offenders – to restore the town’s cultural heritage. Moreover, many of the same young people who were called upon to restore the buildings had been themselves responsible for using graffiti on the walls of the city’s buildings. Another difficulty was caused by the resistance of the historical heritage body to approve this innovative project. To get the approval of the organs responsible for protecting the historic heritage, it was necessary to show unquestionable technical quality, to undertake some meetings and to obtain the approval of the State Cultural Council. Therefore, the public authorities allowed their buildings to be the first labs/work sites for the youth. The major benefits of this project can be hereby summarized as follows:

- Restoration and revitalization of the Historic Centre and its surroundings;

- Inclusion of 86% of the youth who graduated from the School in the job market, thus reducing poverty and criminality (60% of the youth was already completing socio-educational sentences or beginning criminal lives);
- 3% of these ex-students entered universities in the region;
- Minimization of social and cultural barriers as the Historic Centre is nowadays a point of convergence for all the population, rich or poor, northeastern or otherwise; and
- Cultural emancipation of the youth who, through a differentiated educational proposal, take part in the evaluation of their peers and of all the School's team, learning how to think and question their own learning.

As for sustainability, this initiative is efficient and non-expensive. The cost of restoration is reduced in at least 35% through the site-school system in which, after the theoretical teaching, the students go to the work sites to learn by doing. As they get aid-scholarships (not salaries) besides meals, transportation tickets, health insurance and equipment for individual protection, the gains for them are many and the costs for the Oficina-Escola are few. This innovative practice is fully transferable. It has even been replicated by many Brazilian towns through partnerships, thus assisting over 5,000 youths all over the country. The states and towns who have benefited from this initiative are the following: State of Ceará – Sobral, Fortaleza, Aquiraz, Maranguape, Fortim and Aracatiacú; Bahia – Porto Seguro and Trancoso; Minas Gerais – Belo Horizonte, Ouro Preto, Mariana, Lavras Novas and Cachoeira do Campo; Espírito Santo – Marataizes, Venda Nova do Imigrante, Fundão, Santa Leopoldina, Vitória, Vila Velha, Itapemirim, Castelo, Cachoeiro do Itapemirim and São Pedro de Itapuama; São Paulo – São Luiz do Paraitinga, Jacareí, Guarulhos, Jundiaí, Jandira, Itapevi, Pirapora do Bom Jesus, São Paulo-capital, São Sebastião, Iporanga, Rio Grande da Serra, Paranapiacaba, Barueri, Rio Grande da Serra, Iperó, Iguape, Osasco and Itu.

The more the population benefits, the more it feels motivated to protect its cultural heritage and support the proposed activities for social development. Each segment of society feels involved and motivated, and a specific part of the population becomes responsible for the preservation of its identity – the youth who used to be looked down on.

Nowadays, Santana de Parnaíba has become a reference centre and, therefore, an exporting market of professionals qualified in restoration. So there has been, and there still is, constant learning and qualification of student-apprentices, once outcasts, enabling them to be productive members of society. It is necessary to minimize the social barriers and inequalities, to respect not only the cultural heritage but everyone who is involved on a daily basis in building and preserving culture. There are many people who only need a chance to become qualified, to be educated and take part in the construction of better places to live.



2008 Category 2

Improving the Delivery of Public Services

Region	Country	Winner or Finalist	Description	Pg
Africa	Botswana	<i>Princess Marina Referral Hospital, Botswana</i>	Reducing “patient waiting time” by integrating medical services through a one-stop shop	73
Africa	South Africa	<i>Transnet-Phelophepa Health Care Train, Johannesburg</i>	Bringing health services in remote rural areas: The Transnet-Phelophepa Health Care Train	76
Asia and the Pacific	Australia	<i>JobAccess, Department of Edu., Employ. & Workplace Relations</i>	Special online portal and phone services to improve access of people with disability to job markets	82
Asia and the Pacific	Thailand	<i>Yasothon Hospital, Thailand</i>	Providing holistic and speedier medical care by integrating services and reshaping work flow	88
Europe and North Am.	Puerto Rico Commonwealth	<i>La llave para tu negocio, Banco de Desarrollo Económico</i>	Giving citizens a “key” to their own business: the Economic Development Bank of Puerto Rico	93
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Western Asia	Saudi Arabia	<i>SADAD Payment System, SA Monetary Agency, Riyadh</i>	Single shared national platform payment system to promote efficiency and equality	101



Botswana



South Africa



Australia



Thailand



Puerto Rico Commonwealth



Sweden



Saudi Arabia

Africa

Botswana

2008 Category 2 Finalist

Princess Marina Referral Hospital, Botswana



Description

Reducing “patient waiting time” by providing integrated medical services through a one-stop shop in the Princess Marina Referral Hospital in Botswana.

Summary

Through the Project entitled “Long patient waiting time” at Princess Marina Referral Hospital Outpatient Dispensary, the dispensary managed to integrate all medical services while reducing the long patient waiting time for health examinations and drugs.

The Problem

One of the biggest problems at the Princess Marina Hospital Outpatient Dispensary was that patients waited for too long before getting their medications. Data collected during the month of October 2006 before the initiative was implemented showed that 95% of sampled patients waited for an average of two hours and 21 minutes instead of the expected one hour (a target the team decided on) due to the flow of work such as frequency of meetings and rotational schedules; inadequate allocation of Pharmacy staff within departments, and the high volume of patients. The above resulted in some patients going away without their medication, staff fatigue and strain due to over-time.

The Solution

A team within the Hospital made up of doctors, pharmacists and other relevant stakeholders was formed in order to tackle the above problems. The Pharmacy Total Quality Management team took various steps in trying to redress the problem, i.e., brainstorming; clarification of objectives; multivoting; theme selection matrix, Fishbone diagram, Pareto Chart, Countermeasure Matrix and Standardization. The brainstorming aimed at highlighting all the problems the department encountered. The Theme Matrix Selection was undertaken to select the process to be adopted based on the impact on the external customers (patients) and the need to improve.

The Fishbone Diagram was used to analyze and identify the root causes of the problem. This was followed by a Pareto Chart to prioritize the actions to be taken in relation to the root causes. The Countermeasure matrix was developed in order to help the team compare the different countermeasures for each objective and decide which

strategies to choose by considering their effectiveness and feasibility. The Aids and Barrier analysis was also undertaken to identify and evaluate the factors that may resist or assist the proposed change.

The team identified three objectives. The first objective was to review the allocation of staff and frequency of rotation. To achieve this, the team came up with the following strategy:

- Introduction of relief schedule. The team put in place a relief schedule to increase staff within the first two hours of the morning;

The second objective was to review long winding dispensing system and processes in place: This was achieved by the following strategies:

- Opening a card collection and enquiries window. This was done to reduce the crowding of patients at the dispensing points. A data entry officer was appointed to register new patients and to help at the enquiries window;
- Frequency of departmental meetings was reduced. The number of meetings used to be four in a week and was reduced to three;
- The Issuing of two months supply to selected prescriptions. i.e., from urology and eye clinic was introduced, where applicable; and
- The number of prepacks packed in a day was increased from three to four items per day. New items were also included in to prepack list. This helped reduce the time taken to count items during the process of dispensing.

The last objective was to advise patients to get medication from the nearest clinic/ health facility. This was achieved by:

- Educating patients to get medications from their nearest clinics by conducting educational talks and providing educational pamphlets created by the pharmacy's TQM team. The dispensary supervisor was tasked to ensure that all these strategies were implemented.

The following main obstacles were encountered and they were overcome by adopting appropriate strategies:

- **The shortage of staff at the out patient dispensary:** This was overcome by introducing morning relief where selected staff members from other units were engaged to help patients at the dispensary;
- **Resistance of staff to change:** The staff members were involved in the implementation of the strategies and the Pharmacy Management played a key role in support of the change;
- **Limited time for TQM team meetings:** The team had to meet after hours and during weekends to complete the project;

- **Breakdown of Prepacking Machinery:** To repair this machine a Technical service team was outsourced and is now in operation; and
- **Patient crowding at dispensing window:** The opening of an enquiries window helped to decongest the dispensing window.

This project was carried out at no cost and by using limited available resources. The team motto was “Do what you can with what you have where you are”. This initiative can be replicated or transferred anywhere in the world to increase productivity and improve service delivery. The project was presented at the Ministry of Health mini convention and at the Botswana National Pharmacy workshop. The project was also presented at the Botswana National Public Service Convention and was awarded trophies, medals and a certificate of recognition. A letter of appreciation was received from the head of department as well.

The *Princess Marina Referral Hospital initiative* included reducing the waiting time to 60 minutes by February 2007, which improved customer satisfaction and reduced staff fatigue. The knock time was also reduced by two hours. The number of departmental meetings was rescheduled from four meetings to three per week. Furthermore, the general meeting duration was also reduced from one and half hour to about an hour. This allowed more time for staff to serve at the dispensary. In addition, the frequency of staff rotation within the department was reduced from 12 rotations per year to four times, thus allowing for a better understanding of their work stations and reduced re-orientation for more effectiveness and productivity. Some selective prescriptions were issued in full where applicable instead of monthly refills. This reduced the number of visits by patients and therefore reduced patient load.

Lessons Learned

The most important ingredients of a successful innovative initiative are:

- **Team Spirit:** Through oneness and support, the team achieved the desired goals.
- **Commitment and Dedication:** Thanks to the full commitment and dedication of all staff involved, the team was able to achieve the desired goals.
- **Winning Strategy:** Do what you can with what you have where you are! With a positive attitude, there is always room for improvement.

Africa

South Africa**2008 Category 2 Winner***Transnet-Phelophepa Health Care Train*

Johannesburg, Transnet Foundation, South Africa

**Description**

Bringing health services in remote rural areas: The Transnet-Phelophepa Health Care Train of South Africa.

Summary

The Phelophepa Health Care Train is a 16-coach train that travels to 36 remote rural areas each year, for a period of one week each, to provide affordable and accessible primary healthcare services and health education to the rural poor. Founded in 1994, this initiative, which is based on a public-private partnership, is unique in the world. It reaches tens of thousands of patients throughout South Africa and provides basic dental health, and eye care as well as health education and counseling. Graduates of this programme become volunteers in the community who disseminate the information they received from Phelophepa. Following the train's departure, the Order of St John gives these 16 people a week of instruction in home-based care, with a focus on HIV/AIDS. Thanks to this programme, that was established as a reaction to the fragmented and discriminatory health system legacy of the Apartheid, there has been an increased access to health care services in deep rural areas reaching over 4,500,000 people since its inception in 1994. Since then more than 8,000 community members have been trained in basic health care and 1,443 people have received home-based care training. In addition, Phelophepa has created temporary employment for 50-60 local community members at each stop.

The Problem

Although the South African Constitution now recognizes the universal right of access to health care services, inadequate access to these services still plagues the lives of the majority of South Africans. It has been recorded that since 1994, doctors and nurses have been leaving the country in droves. The increasing spread of HIV/AIDS throughout the country (917 deaths per day in 2006) and its associated epidemic Tuberculosis (529,320 cases in 2004, and 66.4% HIV+) along with the chronic under-servicing and under-resourcing of the rural sector all have devastating consequences on infant mortality (48 deaths per 1,000 live births), maternal health (3,406 deaths between 2002 and 2004), and life expectancy (50.8 years). The result has been a decline in South Africa's ranking on the Human Development Index. Whereas

South Africa was rated 67th according to the Human Development Index in 1995, the most recent HDI ranked South Africa 121st.

The Solution

The Phelophepa Health Care Train was conceived in 1993 as a three-coach optometric clinic by the Rand Afrikaans University Department of Optometry and Transnet's (a parastatal transport corporation) corporate social investment department. The Transnet Foundation, which took over ownership of the project, provided all of the funding for the initial stages of the project and currently funds about half of the train's expenses. The Transnet Foundation is the implementing agency. The Transnet Foundation, which is the corporate social investment arm of Transnet, South Africa's state-owned transport and logistics enterprise, believes that whilst many other organisations may view social investment as a means to attaining goodwill within the community, Transnet has an additional mission. The Transnet Foundation is based on empowerment towards the future and acquiring selected initiatives that will provide long-term sustainability not only to the organisation, but to the country as a whole. Dr. Lynette Coetzee, the Transnet Portfolio manager, is one of the key people in creating and implementing the idea of the train.

Private sector partners include Roche Products, the Colgate-Palmolive Foundation, and the Canon Collins Education Trust for Southern Africa (CCETSA). These partners offer some funding support; provide technical, provisional and logistical support; and share their expertise in subjects such as diabetic care, medicine, cancer treatment, oral hygiene, and education/curriculum development. St. John's Red Cross Society (NGO) provides the week-long training courses in home-based care offered to graduates of Phelophepa's five-day basic health care training.

For Phelophepa to secure credibility and function most effectively, it must establish community support, gather input and ensure community participation. A week ahead of the train's arrival, a Phelophepa team arrives in the area that the train will be visiting and finalizes arrangements with the community. They engage in discussion with all local medical personnel in the area, and set up referral mechanisms. The team consults with local community leaders and authorities and selects 16 persons to participate in a week of health instruction on the train; and identifies individuals to be recruited for translation, clerical, cleaning and other services. They also identify the schools to be visited by outreach programmes and the village, in which to hold Health Day activities.

Building the train was one of the most difficult design and engineering projects ever tackled by Transnet Rail Engineering. Old coaches had to be refurbished and fitted with special healthcare equipment. One of the coaches was converted into a power car and installed with enough equipment to provide electricity for 14 to 21 days. A

state-of-the-art kitchen was installed to prepare almost 400 meals per day and a satellite communications network. The setting up of the project involved practices, which were directly related to the mobile character of the service. In the case of the Dental and Optometry clinics, early decision making, involving electronic equipment, had to take into account the weekly vibrations and jolts involved with a train journey i.e., packing away of sensitive equipment and securing what cannot be moved or packed away. The Health clinic quickly realized the importance of education as a means of prevention and then set up the Edu clinic, which gives five days of primary healthcare lectures to a volunteer group of 16 at each station, i.e., every week.

The Pharmacy on the train was also very innovative as it developed a set of pictures, which depict the prescribed regimens to solve the language problems. Because there are nine different languages encountered, the medical staff found great difficulty in explaining the necessary regimens to follow when taking medicines. Phelophepa comes from the seSotho and seTswana languages and it means “good, clean health”. The “well-oiled machine with a heart”, as the train has been dubbed, is the only train in South Africa that brings affordable and professional health care to rural communities. Besides providing direct medical care, Phelophepa’s key focus is health education and awareness. Transnet and Phelophepa produce literature in all the major South African languages, which is distributed to teachers in the community to pass on knowledge and awareness of pertinent health issues like teenage pregnancy. The volunteers that work on Phelophepa are also armed with knowledge, which they use to educate and empower themselves and their communities.

Rural (African) schoolchildren generally walk miles to and from school through grasslands, the husks and pollens, of which cause severe Allergic reactions and inflammatory complications (Vernal). Once the steroid/moist cell inhibiting eye drops have cleared the condition and therefore, the Eye clinic dispenses funded spectacles to these children to prevent a recurrence.

Services rendered on the train include: health screening, cancer screening, diabetes screening, eye testing and provision of spectacles, dental restorative processes and extractions, oral health education, individual counselling therapy and community counselling workshops. Patient fees are no more than R30 (Rand), e.g., a health clinic consultation costs R2.50, dispensing a prescription costs R2.50, spectacles cost R30, and extracting a tooth costs R10. All of the train’s clinics and offices are equipped with computers and connected to the internet via satellite, which enables its staff to transmit data, consult with other medical professionals and establish referrals and appointment times for individual patients. In its classroom, Phelophepa gives a full-time five-day training course to 16 community members in basic healthcare measures. Graduates of this programme become volunteers in the community who disseminate the information they received from Phelophepa. Following the train’s

departure, the Order of St John gives these 16 people a week of instruction in home-based care, with a focus on HIV/AIDS.

Phelophepa also runs several community outreach programmes throughout the course of its stay. These include: a school outreach programme, through which it offers screenings and examinations as well as oral health education to children at community schools and pre-schools in the surrounding villages; and a counselling outreach programme wherein staff visit local schools to conduct sessions with teachers, children and parents on a topic of their choice.

The Phelophepa Health Care Train has increased access to health care services in deep rural areas. Since its inception in 1994, the Phelophepa Health Care Train has reached over 4,500,000 people. The health clinic sees between 20,000 to 25,000 patients each year. The eye and dental clinics see 120 to 150 patients per day. Phelophepa dispenses about 80 pairs of spectacles daily. Since 1994, counselling programmes have reached 263,570 people. More than 8,000 community members have been trained in basic health care and 1,443 people have received home-based care training.

In addition, Phelophepa creates temporary employment for 50 to 60 local community members at each stop who provide translation services, record patients' basic personal information, or work as cleaners, security staff and assistant cashiers. Such individuals earn between R30-60 for the week. Phelophepa is the only health care train in the world. Phelophepa works with several government departments. The Department of Safety and Security provides security services to the train during its stays. The Department of Public Enterprises (DPE) regards Phelophepa as a flagship programme within Transnet, of which DPE is the major shareholder. The Departments of Social Welfare and Education support some of Phelophepa's services by, for example, registering orphans for social grants at school outreach programmes. The Department of Health recognizes Phelophepa as a legitimate source of health care support and strives to inform as many people as possible about the train's arrival.

Transnet business units carry out much of the technical work required for the train's operation. Spoornet and Transwerk conduct infrastructure maintenance, stock upgrading and technical assistance to the train. Transtel and Arivia.com supply and maintain the communications equipment and services to the train including a satellite dish, telephones, and computer equipment.

Phelophepa's primary objective is to deliver efficient, credible and cost-effective mobile healthcare services to poor rural communities where health care facilities are either inadequate or non-existent. In addition, the project seeks to enhance basic health care awareness in rural South Africa and to empower people to enhance their physiological and psychological health. The train makes visits to 36 locations in four

provinces in one year and the remaining four provinces in the following year. Gauteng is excluded as the network and spread of its health services is considered to be superior to that of the remaining eight provinces.

Reaching as many people as possible is the aim and object of Phelophepa's outreach programmes. Not everyone is able or willing to come down to the train, so the train's staff make visits in the community to conduct outreach activities. At each stop, Phelophepa staff also conduct two 'Health Days' in one of the local villages. This comprises of a full day of health-related activities in order to raise awareness about health and health care issues. Phelophepa hopes that health education and awareness will help community members to avoid contracting some preventable illnesses.

Lessons Learned

Mobility is a key feature of Phelophepa's operations. The Phelophepa Health Care Train can reach much larger numbers of people, being mobile, than it could if it were permanently stationed in one location. Since Phelophepa only visits each location for a week, it became clear to its implementers that something had to be done to ensure that their visit left a lasting impression and lasting benefits for patients. So, Phelophepa launched a health education programme to achieve maximum impact on the health of the communities they visit. This programme allows them to teach 16 people in each community basic health care procedures so that they can continue to treat and educate patients once the train has left.

This initiative has managed to bring aboard private sector operators as well as public ones. This approach is key to its sustainability. It receives 49% of its funding from Transnet who, as the implementing agency, will continue to fund this initiative indefinitely. The rest of the project's funding comes from a range of corporations including a few large companies like Roche Products and Colgate-Palmolive. Because of its successes, and its national and international exposure, Phelophepa is unlikely to see funding dry up in the near future. Phelophepa is also socially and culturally sustainable as a result of having achieved significant community buy-in and participation in each of the locations that it visits. Having been in operation for over ten years, Phelophepa's organisational structure, policies and procedures are well-entrenched.

As a result of past success, this initiative is being replicated and expanded. The Minister of Public Enterprises has requested that a second train be built, to be operational in 2008. While initially quite an expensive venture, Phelophepa is a cost-effective method of healthcare service delivery. The key aspect to replicate here is mobility, and not necessarily a train per se. In South Africa, a train works well because of the existing railway infrastructure that had previously served the mines and transported conscripted workers during the apartheid era to and from the mines. Also,

a train can hold a lot of people and equipment and is able to expand simply by adding another coach. In another region, however, another mode of transport may be more feasible. The major requirements for implementing a similar initiative elsewhere are funding and access to medical supplies and human resources.

Finally, one of the key elements to the success of the initiative is preparation. The project management is involved in extensive planning of almost every aspect of the train's operations. Planning is thorough and Phelophepa staff have long checklists. They repeat the same routine each week, which has helped to ensure that the train runs smoothly and that there are no surprises. The selection of stopover locations and negotiations with community leadership including hiring of temporary staff, and logistics planning for community outreach activities are all finalized well in advance of each stopover. The commitment of the Phelophepa staff cannot be overlooked. They work long hours and live on the train away from their families for 36 weeks per year. It is an extremely demanding job that not everybody can do. Much of Phelophepa's success rides on the competence and dedication of its staff members.

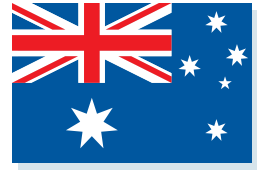
The Foundation renewed its commitment to build a second Phelophepa Health Train. A business plan that will ensure the successful rolling out of a second "miracle train" in 2010 is already under way. By bringing together all the stakeholders such as Transnet Rail Engineering, that contribute to the construction of Phelophepa I, the Foundation will ensure that the construction of the Phelophepa II is a project that belongs to the whole of Transnet.

Asia and the Pacific

Australia

2008 Category 2 Winner

JobAccess, Department of Education,
Employment and Workplace Relations



Description

Providing people with disabilities improved access to the job market by creating a special online portal and telephone services.

Summary

JobAccess has provided people with disability and/or mental illness with greater access to the job market through a one-stop information shop, including online application forms, a unique database of workplace adjustments and solutions and free expert telephone services.

The Problem

Recruitment in Australia is changing. Labour shortages of around 195,000 people are forecast to hit all major industries in Australia over the next five years. Despite this trend, people with disability, who represent 16.6% of Australia's working age population, still find it difficult to find and maintain employment. In 2005, the Australian Human Rights and Equal Opportunity Commission conducted a National Inquiry into Employment and Disability. The objective of the Inquiry was to identify the reasons for low participation and employment rates among people with disability and to work toward practical, achievable solutions. The results of the Inquiry indicated that people with disability face higher barriers to participation and employment than many other groups in Australian society. Three sets of obstacles affecting the employment of people with disability in the open labour market were identified:

- **Information:** the absence of easily accessible and comprehensive information to assist in decision making and to support ongoing needs, including information about the full range of supports and services offered by the Australian Government;
- **Cost:** concern about the cost of participation for people with disability and the possible cost to their employers; and
- **Risk:** concern about possible financial and personal impacts of disability on employment.

The lack of clear information appears to have added impetus to several myths about the cost and risk of employing people with disability including that they cost more

than other employees to recruit and that the risks to the employer are higher for this group than for other employees.

As a result, employers in Australia did not have a great awareness of the business benefits of employing people with disability including that the cost of hiring people with disability can be up to 13% lower than the cost associated with hiring other employees. Employers were also discouraged from accessing and using some of the free services and support available to them because of lengthy application processes and government red tape.

The Solution

As part of the Inquiry into Employment and Disability, the Australian Human Rights and Equal Opportunity Commission recommended that the Department of Education, Employment and Workplace Relations (from now the “Department”) develop and implement a one-stop information shop and expert advice service for the employment of people with disability. The Commission also recommended that the Department improve access to the Workplace Modifications Scheme. The Commission’s recommendations were based on intensive consultation with people within the disability community, employment service industry, the private sector and government.

The Department commissioned a scoping study to examine the feasibility of developing such a service in Australia. Associate Professor Nicholas Buys (Griffith University) completed the study, consulting with key stakeholders in Australia and seeking input from the United States Department of Labor (who fund the Job Accommodation Network in the United States). The Job Accommodation Network project team, who provides advice about workplace adjustments and solutions to employers in the United States, was available to discuss its experience in detail.

Following completion of the scoping study, the Department conducted further targeted consultations in Australia with employers and potential employers of people with disability, job seekers and employees with disability, their co-workers, employment service providers, disability peak bodies, consumer organisations and other government departments and agencies. Employers, industry and peak body representatives also provided advice to the Department on increasing labour force participation and employment opportunities for people with disability in Australia. These stakeholders recommended how to best engage with business, how to target website content to meet employer needs and also participated in user testing of the site before its release.

The Final Report of the National Inquiry into Employment and Disability recommended that the Department of Education, Employment and Workplace Relations (previously the Department of Employment and Workplace Relations) develop and promote a service for employers and people with disability, offering them all the in-

formation they need in one place, including a map of the full range of services and supports across all levels of government. The Report also called for easier access to employer incentives such as the Workplace Modifications Scheme, which pays for the costs involved in modifying the workplace for eligible employees with disability. JobAccess responds to the Report's recommendations, providing a comprehensive and coordinated resource dedicated to improving the employment of people with disability and providing easier access to employer incentives.

The project team was constituted by staff from five branches including staff with IT, legal, communications, programme and policy expertise. An internal steering committee, including a project owner and sponsor from senior management, tracked the project's success. To ensure that the website covered the full range of services and support available, three Commonwealth departments and two Commonwealth agencies were invited to submit content relevant to the site. Commonwealth departments were also encouraged to seek input from their relevant state and territory counterparts. As a result, JobAccess contains information about services and support regardless, of which department or level of government is providing the service or support.

The Department used a phased implementation strategy to progressively release JobAccess. Given that JobAccess was the first service of its kind in Australia, the objective of a phased implementation strategy was to gauge stakeholder satisfaction with the service and to respond to demand for the service as it became known. It allowed the Department to manage the risk that the service would greatly exceed anticipated demand and available funding.

The first release of JobAccess included a fully functional website with approximately 700 pages of content and another 1,000 pages of content in the online database of workplace adjustments and solutions (the Workplace Adjustment Tool). The JobAccess Advisers, a team of approximately eight staff, were also fully operational upon the release date. A pre launch took place initially to ensure that the website and service were ready to cope with further demand. The official publicity launch took place a month later when the Department was confident that the service was operating as planned.

Four subsequent releases of JobAccess in 2006-2007 responded to feedback received through post-implementation user testing and accessibility testing, which was carried out among members of each of the target audiences. These four releases also allowed additional online forms and content to be added to the site once the demand for JobAccess became fully apparent.

Complementing each release of the website was a phased and targeted communication strategy, which was designed to respond to over or under demand for the service as required. This strategy was developed and implemented by the Department's communications team.

The first two phases of the communication strategy targeted disability peak bodies and government-funded employment service providers who work with both employers and job seekers/employees with disability. These phases were designed to prepare the way for the new service and promote its use among employment service providers.

The final phase of the communication strategy was targeted directly at the employers themselves. This phase included direct mail outs to employers, online marketing and print media advertising. It focused on the business benefits of employing people. Promotion and advertising highlighted the free practical advice and financial assistance available to employers, either online or by telephone through JobAccess.

A 'Need Staff?' kit was distributed to employers in the industries most likely to be affected by skills shortages. The kit contained a DVD of employer experiences. Employers discussed the tangible benefits that employing people with disability had on their organisation and encouraged other employers to look beyond their traditional recruitment channels and give people with disability an opportunity.

After a year of consultation, planning and development, the Department released JobAccess on 3 July 2006. The site and service was officially launched by the Minister for Workforce Participation in Melbourne in August 2006 and continues to be enhanced.

JobAccess is a comprehensive resource for employers, people with disability, their co-workers and employment service providers. It is a one-stop information shop with a very user-friendly website. Content on the website has been authored specifically for each target audience. The 'Employers' section of the site focuses on the business benefits of employing people with disability, dispelling common misunderstandings and myths. Employers can find statistics demonstrating that people with disability can have fewer accidents, lower absenteeism and lower recruitment costs than other employees. Employers can also find practical guides enabling them to become 'disability confident' organisations, including access to free copies of a Mental Health First Aid in the Workplace e-learning CD.

The information-rich website (www.jobaccess.govt.au) includes online application forms, a unique database of workplace adjustments and solutions and free expert telephone advice. The key benefit of JobAccess is that it removes the information barrier that prevents many people with disability from getting a job.

The JobAccess Advice service is contracted to WorkFocus Australia, an organisation with 17 years of experience in the sector. The JobAccess Advisers organise free workplace assessments and modifications as part of the Workplace Modifications Scheme and facilitate access to Australian Sign Language (Auslan) interpreting and training through the Auslan For Employment Programme. Applications for assistance, including applications for productivity-based wage assessments, are made on-

line. The benefits of JobAccess have been measured both qualitatively through user satisfaction surveys and quantitatively through data analysis.

The number of pages viewed on the website for July 2007 has increased by one third since the site was released. The number of enquiries to JobAccess at the start of 2007 doubled compared to averages for previous years. JobAccess currently receives more than 1,000 enquiries per month. To date, nearly 70,000 copies of the Mental Health First Aid in the Workplace CD have been distributed.

Perhaps the most notable achievement of JobAccess has been encouraging access to employer incentives. Previously the Workplace Modifications Scheme required three paper-based forms with an average turnaround time of 11 calendar days. The JobAccess model ensures that applications for assistance for less than \$AU10,000 are answered within four business hours. For applications over \$AU10,000, a workplace assessment is organised within two business days. JobAccess has met these requirements for 100% of applications. Once a workplace assessment report is lodged, in 94% of cases, the JobAccess Advisers review and approve the report within two business days.

The number of people who have received reimbursement under the Scheme has increased from 408 in 2005-2006 to 684 in 2006-2007 and indications are that this will increase even more significantly in the future. From July to October 2007, 421 people have already been granted reimbursement under the Scheme.

Lessons Learned

JobAccess is highly replicable. A scoping study is currently being undertaken by Australia's National Vocational Education and Training Disability Taskforce to see how the concept of JobAccess might be used in educational settings to assist students with disability and their teachers. The Taskforce will liaise closely with the JobAccess Advisers, the Department of Employment and Workplace Relations, the Department of Education, Science and Training (now the Department of Education, Employment and Workplace Relations), disability liaison officers in universities and colleges, training authorities in each state and territory, students with disability and their teachers to complete the study in early 2008.

Options include expanding the current service to embrace the needs of students with disability and their teachers; adding new content to the website and sharing the site with a separate team of education experts; or modelling an entire new site and service on JobAccess. Whatever the outcome, the lessons learned from the JobAccess experience will be invaluable for the Taskforce.

The Global Applied Research and Information Network (GLADNET) has been granted permission to use the concept and content on JobAccess to help other coun-

tries and non-government organisations implement the new United Nations Convention of the Rights of Persons with Disabilities. Information about JobAccess has been sent to other countries. In the United States, the Job Accommodation Network team received it with the intention that the innovations developed from the Australian experience can be used in their own programs.

The success of JobAccess can be attributed to the overwhelming input and support provided by Australia's disability employment sector; state, territory and federal government departments and agencies; and the end users of the service: job seekers and employees with disability, their co-workers and employers. Ongoing consultation allowed the project team to tailor JobAccess to meet the needs of the target audience and to respond in a very specific and practical way to the barriers identified in the Report into Employment and Disability.

Thanks to the input from employers and industry groups, JobAccess speaks the language of business. Employers will not find acronyms or government jargon on the website. Instead, they will find statistics, facts and case studies that demonstrate that the employment of people with disability makes good business sense. JobAccess provides compelling evidence to bust the myths around employing people with disability.

Consumer organisations and job seekers and employers with disability have provided input to ensure that the service provides all the resources people with disability need to find and maintain a job in one place. JobAccess provides resume templates, information about disability confident employers, disclosure of disability and step by step guides for all stages of the employment journey. A phone call to the JobAccess Advisers can connect job seekers and employees to the service that best meets their individual needs.

The contribution of co-workers of people with disability has allowed the service to encourage all Australian workers to become disability confident. JobAccess provides practical guides on how to communicate with people with disability, disability awareness training, mental health first aid in the workplace and advice on how to support a colleague with disability.

The input of employment service providers has allowed JobAccess to respond to the needs of professionals assisting people with disability and employers looking for staff. JobAccess Advisers are professionals and understand the issues from the perspective of the employer, the employee and the service provider. They comprise occupational therapists, a registered psychologist, exercise physiologist and customer service officers. JobAccess provides a range of tools, publications, checklists and other resources to help employment service providers bring job seekers with disability and employers together. Ongoing feedback from each of these groups will ensure the continuing success of this Australian initiative.

Asia and the Pacific

Thailand**2008 Category 2 Finalist***Yasothon Hospital, Thailand***Description**

Providing more holistic and speedier medical care by integrating services and reshaping the work flow at the Yasothon Hospital in Thailand.

Summary

By improving the efficiency of each unit and better integrating services, as well as by reshaping the work flow, only 56 minutes — as compared to six to seven hours — are now required for a patient to receive proper medical care. In 2004, the hospital was awarded the first regional prize for good quality of public service.

The Problem

Like other public hospitals, Yasothon Hospital has faced the problem of heavy workloads because of the growing number of patients. The 350-bed hospital provides health care each day to more than 800 people seeking its Out-Patient Department services. Even so, it has continually developed the front-office services and has shortened the procedure for medical services, in line with the guidelines worked out by the Public Sector Development Commission. For example, it has arranged a one-stop service centre, extended service hours, and expanded the health care program to various communities. Neighboring countries, such as Cambodia and Vietnam, have also sent medical teams to the hospital to learn from Thailand's experience in improving the delivery of services.

Yasothon General Hospital was established in 1965 initially as a 30-bed hospital. There are currently 370 beds (with an average of 800 outpatient cases per day). Patient satisfaction levels were beginning to decline. The service had too many steps, each taking a long time, for example, six to seven hours for some clients until the conclusion of the medical visit. The medical service process depended on the patient's conditions. For example, the patient needed to complete a new registration card and OPD card during their first visit. Their vital signs were then recorded along with their chief complaint and other information at the screening unit before seeing a physician. If the physician needed more information about the patient's illness, the patient needed to go to a laboratory unit or X-ray unit and then come back to the physician's unit after he or she received the X-ray or lab results. After the physician wrote his prescription, the patient handed in the prescription to the Pharmacy Unit before the pharmacist dispensed the drug and provided drug counseling. Then the

patient could go back home. Survey studies found that the total waiting time was five hours 58 minutes per case. Patient satisfaction was 72.3% in 2004.

There were two to three complaint letters per day saying that “The hospital was a slaughter house”; “The nurse should perform better service”; “Poor service”; “Wishing the nurse would smile more”; “The hospital has only a few doctors and they come rather late, making the patient spend a long time in the hospital”; “Patients need a quicker service”; “There is an untidy and dirty environment and especially the toilets – smell bad”; “The hospital should take better care at this stage”; and “The hospital should cooperate with other care providers and not rely on patient self-help alone”.

Increasingly, when people became ill, they preferred to buy medicine or see a doctor at a private hospital or private clinic. This increased patients’ expenses unnecessarily and resulted in patients sometimes taking unnecessary drugs. People who take too much medicine have higher risks of getting sick from adverse drug reactions, which can be life threatening.

The Solution

A team composed of doctors, pharmacists, lab and X-ray staff, technicians, nurses, ward officials, psychologists, physical therapists and other professionals was set up and through brainstorming, teamwork, and cooperation the Hospital developed a good front liner system with multi-disciplinary care teams that later received several awards. It took a long time to brainstorm with all of the concerned units and team work was given priority. That has meant holding frequent meetings to evaluate all problems from patients who entered the medical cycle. Continuous Quality Improvement (CQI) standards were introduced to guarantee high quality service standards leading to an improved system that reduces steps and waiting time for the patient’s well-being and ease. Building a positive environment with Thai music, karaoke, and a meditation room, along with having a health club promotion has also contributed to the Hospital’s success. An equally important part of its success can be attributed to the clear policies set by the higher executives as well as the increase in budgets and continuous evaluation and monitoring. Most importantly, however, are the service providers’ continuous dedication and concern for patients, as well as the efforts they made networking among communities and private sectors. Every month there is a meeting to monitor the quality of services, and to identify any problems.

Using the assessment of patient satisfaction by Dusit poll and Thailand Hospital accreditation questionnaires, the Hospitals’ team collected data by randomly sampling 20 patients per day every morning for 30 days. Every day the data were summarized and analyzed. The key performance indicators included patient satisfaction, patient complaints, and service timing. After one month each patient from the analyzed re-

sults found that the waiting time was only 56 minutes. In 2004, the hospital received the regional first prize for good quality public service.

The strategies employed to solve the problem included:

- Integrating services through one stop services in every unit, where possible;
- Reducing overcrowded services by changing the service hours from 8:00 to 16:00 to 7:00 to 16:00 every day. Increased service times from 16:00 to 21:00 on weekdays. On Saturday, Sunday and holidays service hours are from 9:00 to 13:00;
- Reshaping the flow of work by creating two primary care units. (A health care team from the hospital goes to the care unit outside the hospital. This team is responsible for medication refill and check ups for patients with chronic diseases.). The primary care unit cooperates with health centres and community hospitals by a coordinated referral system. Since patients with chronic illnesses such as DM and HT have frequent medication refills and check ups, they come to the primary care unit rather than to the hospital. Therefore, the number of patients in the hospital is reduced;
- Improving the quality of time spent in the hospital while waiting for specific services by providing entertainment similar to an entertainment complex, with volunteers playing Thai music and overall improvement to the hospital areas. The hospital now looks like a good hotel. There are reading corners, herbal drinking counters, and peaceful areas for worshipping Buddha images, Hindu Gods, etc.;
- Providing a holistic health care approach by providing Thai massage, herbal saunas, karaoke, and a meditation room. Fitness clubs for health promotion for officials and others. The Thai traditional medicine unit and health educators are responsible for this section;
- Improving sanitation conditions. The public toilets situation has changed from having not enough toilets and unclean toilets with a bad smell. From our survey, we found toilets in Yasothon Hospital were used by 822 persons per day. We improved the toilets by using HAS (Health Accessibility and Safety) standards until we received the national first prize for the most excellent toilets from the Department of Health; and
- Improving human resources qualifications by providing training. Personnel developed excellent behavior through team training by customer service experts from Thai Airlines to work with hospital personnel.

All of the service units work on innovative ideas to increase patient satisfaction. They are setting strategies for improved performance as follows:

- Improving services;
- Defining service behavior to meet clients' need;
- Identifying problems and obstacles;
- Seeking feed-back from patients;
- Knowledge management and competency of personnel promoting continuous quality improvement; and
- Admiring and giving rewards to the personnel who do the best.

The key development and implementation steps are Continuous Quality Improvement (CQI):

- Use of the PDCA (Plan, Do, Check, Act) cycle to develop a high quality service system; and
- Improving the service by reducing steps, therefore, saves time at each service point.

Reducing steps are done as listed below:

- The patient care team OPD paid attention to making all patient care most satisfactory. Client care was emphasized through the multidisciplinary participation of every one at every level. These included doctors, dentists, pharmacists, nurses, technicians, physical therapists, health educators, psychologists, and social medicine practitioners.
- The work flow was reshaped by reducing seven steps to one stop service in the dental unit and specialization clinic. Clear steps are aimed at covering every dimension of patient care, including timing of service to ease the patient as needed. The clients are very happy. We monitor all data and take them to consult monthly with the other PCT teams, including Med PCT, Surg PCT, Ped PCT and ENV team.
- Participation of local organisations, private sectors and other clubs can help us with activities such as campaigns for dengue fever, blood donations, and Heartfelt volunteers (Jit-asa).

Computer used by Hos-XP program was adapted for use in the hospital by having cards record the time in queue automatically at both the card room and pharmaceutical room. The cost for this program was over 300,000 baht and was subsidized by local organisations and the public health ministry.

- Human Resources: Volunteers come from the general population and retired persons who wish to help the patients without any wages. Heartfelt volunteers (Jit-ASA) is a group of retired people and patients with chronic disease who volunteer to help patients and service providers understand about the service

system and even respond in some parts of service delivery. It seems that they enjoy helping the patients and the personnel.

The collection data OPD service timing is fixed by form. Each unit writes down the time. The forms are included with the patient's history file. After one month each patient from the analyzed results found that the waiting time was only 56 minutes. (Standard waiting time is less than 90 minutes.) Patient comments included: "The hospital area environment is clean"; "The service is impressive"; "quick"; "excellent"; "the providers are giving service by smiling heartily"; "Nice talk"; and "Good service indeed". In 2004, the hospital received the first regional prize for good quality public service.

The hospital lets the winning team attend seminars focusing on good organisation, gives special bonuses and rewards the team by declaring a job well done. There is a budget for cleaning, tidiness, and improving the environment. The hospital won the first prize for the cleanest toilets in the Public Health region. The Patient Satisfaction results after developing and implementing turnaround strategies were as follows:

January 2005	87.45%
January 2006	88.3%
January 2007	89.4%
July 2007	92.3%

Lessons Learned

One of the main lessons learned is that in order to achieve good results, it is necessary to work in a team. That has meant holding frequent meetings to evaluate all the problems from patients who entered the medical cycle. Building a positive environment with Thai music, karaoke, and a meditation room, along with having a health club, has also contributed to the success of the initiative. An equally important part of its success is related to the fact that clear policies were set by the management of the hospital; and that individuals were committed and dedicated to improving services and to relying on the extensive networking with communities and the private sector.

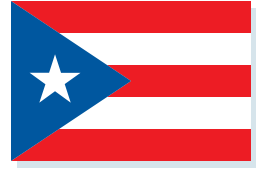
Europe and North America

Commonwealth of Puerto Rico

2008 Category 2 Finalist

“La llave para tu negocio”

Banco de Desarrollo Económico para Puerto Rico



Description

Giving citizens a “key” to their own business: the Economic Development Bank of Puerto Rico’s “La llave para tu negocio”.

Summary

“La Llave para Tu Negocio” is a public policy program created by the Governor of the Commonwealth of Puerto Rico, Hon. Aníbal Acevedo Vila, on 10 March 2005 through an Executive Order. It is an intra agency program between the Puerto Rico Trade and the Economic Development Bank for Puerto Rico. Its purpose is to promote entrepreneurship and the economic development of the Island, through the creation of new businesses and the expansion of existing ones, based on a three phase scenario: technical support, financing and mentoring. The goal was to finance 1,000 entrepreneurs by 31 December 2008. By 9 June 2008, more than 1,050 cases, exceeded the expectations.

The Problem

The Commonwealth of Puerto Rico has faced a sharp economic slowdown from a decade ago. The current economic growth rate is of 1.3%. This is due to several factors, among them the lack of an entrepreneurial culture, which encourages the creation of new businesses. This has prompted the government to find ways to move from a socio-political culture of looking for jobs in the public sector or foreign companies to a culture of entrepreneurship, and job creation by the private sector through training and other means. Currently, Puerto Rico has more than 100,000 small and medium enterprises; however, only about 42% of the population is employed.

The Solution

With “La llave para tu negocio”, the Economic Development Bank (EDB) of Puerto Rico has presented new entrepreneurs with a “key to realize their dreams” by providing up to 100% of funding for their projects for a maximum of \$50 M, without any initial deposit or guarantee, with a ten-year fixed interest rate. By 30 June 2008, the EDB has managed to approve funding for more than 1,000 “keys” (going beyond its 100% target). Over 82% of that funding has already been disbursed and 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. For companies that were already doing well at the local level but wanted to export their goods, the EDB has provided them with additional funding to become more competitive internationally.

Lessons Learned

There are several lessons learned through this journey towards the creation of new companies that encourage economic activity in the country and that in turn create new spaces for employment. One lesson learned is that to achieve success in a project of this magnitude it is necessary to create alliances to get the message through. Partnerships with Professional Associations (to carry the message that anyone can be an entrepreneur), Institutes and Universities (helping in the area of training and development of the business plan), Cooperatives and Local Banks (working as additional distribution centres for products and services) and other agencies that are willing to guide people who wish to have their own business.

Another important lesson is that education is essential in any project and even more when working to produce a mentality shift in the population. Monitoring and support are crucial to the sustainability of the program.

Europe and North America

Sweden

2008 Category 2 Winner

Public Library 2007, Umeå Region, Sweden



Description

Increasing access to public library services, especially for the disabled, through a new Library system set up in Umeå, Sweden.

Summary

Library 2007 is the story of how borrowers in the smallest municipality in Sweden got access to one of the largest book stocks in the country. It is also the story about how accessibility increased for borrowers in general, and the disabled in particular. *Library 2007* is a unique joint action in many ways. AudioIndex – The Talking Library – provides the visually impaired with opportunities to benefit from library services and a range of talking books. The new joint website “*mylibraries.se*” is regarded by many as an answer to the Library 2.0 concept model.

The Problem

The Umeå Region has a population of 140,000 inhabitants with an average age of 37 years, 29,000 students at two universities and 5,000 college students. The increasing strain on the economic situation for the municipalities has led most of them to cut the budget of many services. The library services in many municipalities were among the casualties. The strained budget of the municipalities and the call for keeping the municipal budget balanced resulted in the closing-down of the bookmobile in three of the municipalities in 1997. The libraries in the Umeå region are very popular. The public library in Umeå has more visitors than the national Vasa Museum in Stockholm. Besides borrowing books, the role of the library as a meeting place becomes increasingly important. Printed books have become only one of the library’s many functions. New technology stimulates the demand for new services. In the context of budget cuts and increased demand for library services, the Umeå region had to find an appropriate solution.

The Solution

One of the underlying policies for the Umeå region is that cooperation must be beneficial for each municipality. As early as 1993, politicians made the first declaration of intent about cooperation that would contribute to development that benefits everyone and lead to the renewal of municipal services by streamlining municipal departments. The climate of cooperation should be characterized by mutual trust and con-

tinuous exchanges of experience and knowledge between local government officers and politicians.

It is in that spirit that in 1999 the libraries were assigned a forward-looking task of conducting a pilot study, which would include the following:

- Describe and make a survey of the prerequisites for development through cooperation;
- Make use of technological developments;
- Cope with volume increases;
- Reduce costs and/or improve quality;
- Offer greater freedom of choice;
- Increase accessibility; and
- Strengthen the accessibility, quality and diversity of all the libraries

The heads of the public libraries in the Umeå region formed a steering group. A winning strategy was that all the municipalities were each given the same vote in the working sessions, regardless of size. Different working groups were set up with a representative from each of the six municipalities.

The innovative technological solutions are the result of leading-edge research at the Institute of Design at Umeå University. One example is AudioIndex where intended users have been involved throughout the entire development process, from the definition of their needs to the design of the product and services that address those needs.

The aim of *Library 2007*, a EU-funded project, has been to adapt the services provided to the needs of the citizens. *Library 2007* has allowed for a greater wealth of books than before and has integrated the services provided by various libraries in the region. Today, the inhabitants of the Umeå region can borrow from a total stock of one million books with a single library card. Accessibility, including for the disabled, has been increased thanks to the newly designed website. Because there is a lot of movement in the Umeå region (people move across municipalities when, for example, they work at one place but live in another), the libraries have worked for a closer cooperation. They have developed only one server for all the libraries in the region. In addition, they have a common library register, and users only need one library card to have access to all the libraries, and can borrow and return books in any one of them. Their web page, www.min-abibliotek.se includes a discussion forum or “Living Room” where users can discuss books, music and films. The Swedish Association of Local Authorities and Regions has called it “Sweden’s first municipal community”. An audio library allows visually-impaired users to enjoy the library independently. Umeå library has

already been praised for its development work in the past, when it received the European Public Sector Award and the Union of Baltic Cities Innovative Cultural Activity prize.

Thanks to the single library card, a visitor can borrow and return items at any of the libraries in the region. Thus, cooperation in the Umeå region has given the participating municipalities a considerable increase in book stock without having to purchase a single book. The total book stock makes it easy to make reservations, borrow and return books. A total of 94% of the inhabitants of the region have reported being satisfied with the new system. A higher level of service has been achieved at very little cost.

Accessibility has been increased. The website has been designed so that the disabled have increased accessibility to the libraries. All citizens have been given the opportunity to reserve and borrow books, as well as to download e-books, music and films from the Web. Borrowers can manage a great deal without even leaving their home. In cooperation with the Umeå Institute of Design and the Umeå University, the Umeå Library System developed prototypes for navigation with a handheld computer, as well as with other electronic gadgets. AudioIndex, the talking library has become a commercial product, launched in 2007.

By putting the resources together and acting as one agency, the Library System of Umeå was able to lower the cost of acquisition of new computer systems and software. The Umeå Library System practiced streamlining and large scale benefits. In order to administer and operate a system with great demands for reliability and accessibility, many measures were required such as shell protection, fire-protection, and protection against unauthorized access to computer systems, such as physical data security, as well as security breaches to the website.

This cooperative efforts among libraries in the Umeå region has increased savings in many other ways. Costs are divided among more parties; the possibility of an improved bargaining position to acquire books increases, thereby providing leverage for better terms, and information about new books only needs to be entered into the catalogue one time instead of six. The System has improved the level of protection. To achieve an adequate level of protection for classified information, three municipalities would have had to improve their alarm, fire-protection, code locks, for an estimated cost of €10,500 each if there had not been a joint action.

The innovative technological solutions are the result of leading-edge research at the Institute of Design at Umeå University. One example is AudioIndex where intended users have been involved throughout the entire development process, from specifications to the design of the product and services.

One objective for the Umeå Region is “renewal of municipal services”. The libraries have responded with new products and services that create renewal of public library services and increase the accessibility for the borrowers in general and the disabled in particular so that everyone can use the libraries on equal terms.

One initiative is AudioIndex – the talking library. AudioIndex provides the visually impaired with opportunities to benefit from library services and the range of talking books. When a library user indicates a book using a pointing device, information about it is read out via the user’s headset. The system can also provide services such as help with orientation, information about events and book tips. AudioIndex is based on RFID technology, by which an electronic “tag” equipped with chips is placed on the spines of the book. They are read using a pointing device from a distance of a few centimeters. Information about a particular book is retrieved from a database and converted to speech that is read out via the headset.

The new joint library website, was launched in 2007 and is regarded by many as an answer to the Library 2.0 concept model:

- The library is an accessible virtual meeting place that is in harmony with the library’s basic tasks of supplying culture and providing information. These tasks are predicated on the idea that everyone is equally entitled to cultural experiences and information;
- The website makes the facilities and services of the library visible and makes them more accessible;
- The website produces added value for the visitors; and
- The website meets the needs of children and young people as regards library services.

Approved level of protection is one example of how the libraries contribute to the objective improved quality. Three municipalities improved alarms, fire protection, code locks. Another example is the smallest municipality with only 2,500 inhabitants who increased the book stock from 50,000 to one million books. The System has regular transports between all the libraries and can provide greater opportunities for in-service training even in smaller municipalities.

At the beginning, the six libraries started by developing a common infrastructure that would be the prerequisite and foundation for long-term and sustainable future cooperation:

- Joint regional server;
- Joint library data system;
- Conversion and matching of four different catalogues into one;

- Joint library catalogues;
- Single library card;
- Joint rules and routines; and
- Training of staff and Joint agreements.

The libraries formed working groups from all the municipalities and types of libraries. Some of the tasks have been to identify the rules and routines that should be common for all. The work has included making a survey and compiling the data; making suggestions and circulating them for comment; making evaluations and new suggestions; and making decisions in the steering group.

The joint borrowers' register caused some problems. In Sweden, the municipalities cannot link and match computer files. Therefore, before the system could become operational, it was necessary to be determined if the staff in one municipality could handle information regarding borrowing books in another municipality without breaking the law. After consulting with lawyers, the decision was made that if the information on the library card, borrowing rules and regulations, etc., is sufficiently clear it means that the signer of the library card agrees with the condition that the information will be used in the joint borrowers' register. It is important that the staff members are aware of the confidentiality of data. All staff members must sign a declaration that they are bound by professional secrecy.

The joint library catalogue is the hub of the cooperation. With few exceptions there is a free flow of media among all the libraries in the Umeå region. There are regular biweekly transports with the main library. During the year 2005, 1.5% of the book collection was borrowed from another municipality than the owning one (in total 20,000 books). The smaller libraries had an even higher percentage, which was up to 10%. The Umeå Public Library, which is the public library with the largest book stock, had 0.4%.

As a subproject in *Library 2007* and in collaboration with the Institute of Design and Umeå University, a unique and revolutionary aid for the visually impaired was developed. The Royal Swedish Academy of Engineering Sciences (IVA) proposed that this initiative be presented to Her Majesty, the Queen of Sweden, at a seminar in 2004. Now the idea has become a commercial product that every library can purchase.

Lessons Learned

It has taken a great deal of time to make joint rules since the different municipalities have had different working cultures and customs. The Umeå region believes that it is important to reach a consensus, understanding and acceptance of the rules

of each library in order to foster broader participation in the process. If there is a willingness to cooperate, then most of the problems will be resolved. Cooperation and involvement of people with different skills is helpful to gain a broader perspective. The library cooperation in the Umeå region is unique, nowhere else have municipal libraries worked together in such a firmly established and stable network. Cooperation continues. Some of the key elements that made this initiative a success are: a clear and future-oriented political mandate, a strong connection to overall goals, a desire to cooperate that focused on opportunities, a balance between the obligations and aspirations. Other skills and innovations were also involved, including a professional project management; unified, supporting and efficient work groups; Umeå's respect for smaller municipalities and the other municipalities' confidence in Umeå; and last but not least a gradual transfer of responsibility to each library.

For more information about the Umeå Region Public Libraries, please go to:
www.minabibliotek.se

Western Asia

Saudi Arabia

2008 Category 2 Winner

SADAD Payment System

Saudi Arabian Monetary Agency, Riyadh, Saudi Arabia



Description

Promoting greater efficiency and transparency; minimizing fraud and increasing women's access to employment through a single shared national platform payment system for bills through banks 24/7, and other means.

Summary

The “*SADAD Payment System*” is a single shared national platform payment system for bills through banks 24 hours a day and seven days a week (24/7), which has promoted greater efficiency, and transparency as all transactions are electronically completed. It has also minimized fraud thanks to audit trail and data reporting for each transaction; it has reduced costs by eliminating government subsidies; and last, but not least, it has boosted the role of women in the job market by employing women to run and operate SADAD as they constitute more than 60% of its workforce and 100% of SADAD's operational team.

The Challenge

In the early 1980s, the Saudi Arabian Monetary Agency (SAMA) – The Central Bank of Saudi Arabia – mandated that all Saudi banks accept utilities' bill payments on behalf of utility companies (electricity, telecom and water) at no charge to customers and without distinction as to whether the payer was a customer of the bank where the bill was being paid or not. The SAMA mandate placed an unduly large burden on banks, resulting in high costs; thereby leading banks to resist providing collection services.

Moreover, since a bank account was required to make payments of various utilities, including cellular phones, SAMA's strategy was hard to enforce. With the increased use of cell phones and the requirement of a bank account to pay bills, a black market rapidly developed where those with an account would buy phone cards at bank counters and resell them to make a profit.

According to a survey conducted by SAMA, the top consumers' complaints concerning bill payment were that the process was very time consuming, with postage delays and loss of bills, which resulted in disconnection of service due to delays in bill processing. It was also inconvenient because of the handling of large cash amounts.

The Solution

In response to consumers' needs, SAMA introduced the SADAD Payment System (SADAD) initiative; a unique concept to enable citizens to pay bills in an efficient and convenient way through a single shared national platform that streamlined the presentment and collection process of all major bill payments. It also minimized fraud in manual transactions, and provided an audit trail system and data reporting for each transaction. This enabled SADAD to reduce the overall cost of bill payment (estimated at SAR 1,250M annually) by 20% to 25% by addressing the structural inefficiencies of the old system. It also eliminated all direct links between banks and customers by developing a central Electronic Bill Presentment and Payment (EBPP) system. This initiative greatly benefited citizens as they were no longer required to spend long hours to pay their bills thanks to the fact that payments could be done over the internet. An estimated 12-15 million man-hours were spent annually by consumers paying bills at banks' branches (branches usage went down from 66% in 2003 to 10% in 2007). All Consumers in Saudi Arabia can now pay electronically for the services of 27 utilities (mostly government agencies) 24/7 through all the banking channels in Saudi Arabia (Automated Teller Machines, Phone Banking, Online Banking, and Bank Branches), providing real-time payment services (currently the system processes 3.5 million transactions monthly and is expected to reach 5.6 million in 2008, with every transaction processed under two seconds). The system has also introduced a proactive reminder service through electronic bill presentment; flexibility in payments; reduction in service cuts; less cash handling, and it has eliminated all paperwork related to payments.

SADAD represents a major shift in service delivery since it has achieved a more equitable sharing of costs and benefits between stakeholders, by eliminating subsidies and changing its business model. SADAD does not charge consumers directly for the services it provides; instead customers pay a transaction fee per bill and a significant proportion of the revenue generated is passed on to banks to compensate them for the usage of their channels. In return, SADAD facilitates the availability of funds in the businesses' accounts within one business day (instead of 14-60 days); it reduces complexity by maintaining a single interface with SADAD instead of separate interfaces with 14 different banks; and it reduces reconciliation costs by 80% to 90%. It also lowers costs related to service disruption (previously caused by customers wrongly being disconnected due to delays in bill payments) by providing real-time payment notification. SADAD also benefited banks by reducing complexity of interfaces, decreasing reconciliation costs by 50%-60%, encouraging better banking transaction practices, and providing a stable growing revenue stream.

Lessons Learned

Building and operating SADAD was full of meaningful lessons and experiences, one of the most important lessons was that an organisation, responsible for creating a complex national infrastructure, that does not have proven internal capacities to do so, should always seek outside help. In the case of SADAD, even though SAMA had developed a major financial infrastructure in the past, this project was different as it involved all types of industries. Thus, SAMA had to prepare detailed market studies that clearly identified market needs; and it had to create financial and business models. SAMA had to obtain the services of a top management consulting firm to help them to define the objectives and to implement the system.

SAMA has learned that for any new system to be successful, sustainable, and efficient, it has to be managed as a semi-autonomous or an independent agency, and have the ability to hire talented professionals and retain them, as well as to approve spending for developing its business initiatives with minimal bureaucracy and a clear governance structure.

Meaningful change does not come easily; the innovator needs to be patient yet consistent and convincing so that all the parties may abandon their old way of doing business and invest in a new system. In fact, the SADAD team had to develop a business plan and strategy that ensured the cooperation of different parties. Another lesson is the importance of adopting a top-bottom approach, especially if the concept represents a major shift in how organisations do business. The SADAD team met with the top management of each major organisation; presented the current issues about the billing market, and provided information about the benefits, business plan, and timeline of the initiative. The team was always well prepared for each meeting, which means that it did all the required research, conducted all needed studies and calculations, and customized its presentation to fit the mindset of that organisation.

Another lesson is that large complex projects like SADAD, with many different participants, require a more structured project management approach, while an outsourcing arrangement for its operation, with the right control and management, provided access to a larger pool of talent from all over the world (SADAD employees represent 16 different nationalities with heavy dependency on Saudi nationals) and reduced the risks of failure in building and operating such projects.

Abandoning the traditional reliance on male employees and heavily relying on female employees was an additional important lesson, in that Saudi men realized that women are as professional as their male counterparts, and can do a great job without compromising traditional values.



2008 Category 3

Fostering Participation in Policy-making Decisions through Innovative Mechanisms

Region	Country	Winner or Finalist	Description	Pg
Africa	Tunisia	<i>Online Academic Orientation Service</i>	Providing university students with an interactive and participative online system	105
Asia and the Pacific	India	<i>Public Institutions and Services, Government of Nagaland</i>	Empowering local communities to manage essential public social services	108
Asia and the Pacific	Republic of Korea	<i>Information System Planning Bureau, Seoul Metropolitan Govt.</i>	Cyber Policy Forum to boost online citizen involvement in public affairs	112
Europe and North Am.	Germany	<i>City of Cologne, Germany</i>	Ensuring citizens participation in decision-making regarding public funds	117
Europe and North Am.	Spain	<i>Participation in Policy-making Decisions, Govt. of Catalonia</i>	Promoting citizen engagement by establishing a General Directorate for Participation	122
Western Asia	Jordan	<i>Family Planning, the Higher Population Council, Amman</i>	Promoting family planning and empowering women through health and reproductive education	125



Tunisia



India



Rep. of Korea



Germany



Spain



Jordan

Africa

Tunisia

2008 Category 3 Winner

Online Academic Orientation Service

Direction générale des affaires estudiantines, Tunisia



Description

Providing students with an interactive and participative online system for university enrollment.

Summary

Through the project entitled “Online Academic Orientation”, the Ministry of Education has set up an online portal that allows Tunisian university students to interact online with academic staff, to receive advice and guidance regarding their studies, and to apply for the study areas of their choice. This process, which was once long and painstaking, is nowadays mastered thanks to information and communication technologies (ICT).

The Problem

The Tunisian Ministry of Higher Education, Scientific Research and Technology (MESRST) was faced with the problem of managing, in a record time, a significant flux of new high school graduates who sought information about the courses offered by public universities during the two hottest months of the year (July and August). Prior to implementing the Online Academic Orientation initiative, the Ministry had to send to all high school diploma candidates (around 150,000 per year) a guide including an exhaustive table of all undergraduate programs available in Tunisia as well as information on the eligibility requirements. It also had to make necessary calculations and classifications once the grades were made public by the Ministry of Education (MEF). These operations involved a lengthy and costly process. Since its inception, this initiative has allowed high school graduates in Tunisia and their families to take advantage of ICT applications at low cost. Thanks to this national initiative, the Tunisian public administration can avoid costly and time consuming traditional operations linked to college orientation. This initiative has also eliminated possible errors while filling out forms as well as allowed students to access their personal page through the usage of a user name and password and make any necessary corrections to their personal information.

The major problem that the Ministry of Higher Education, Scientific Research and Technology (MESRST) in Tunisia faced in previous years was the management of an impressive stream of new high school graduates who needed orientation to enroll in

universities and colleges in record time. This exercise had to be completed over July and August, the warmest months of the year.

Previously, the Ministry had sent a guide for academic counseling to all the candidates of the baccalaureate exam, around 150,000 per year, providing a comprehensive menu of training proposed by the State together with capacity available at each higher education institution. The purpose of the guide was to allow candidates to choose their future study areas, depending on their motives, their results, and their aspired future careers.

Immediately after the announcement of the final results of the baccalaureate exam (by the Ministry of Education and Training – MEF), the Ministry of Higher Education, Scientific Research and Technology received these results in order to make the necessary calculations and rankings and edit the applications indicating the college preferences (three choices with three different colors) of those who passed the exam. The applications were then sent to the twenty four regional directorates of Education of Tunisia to be handed over to the candidates.

Once the candidates had expressed their choice and returned their applications to the Department of Students' Affairs (DGES), the latter began the process of transferring data from a paper format to a server processing with the support of a hundred of data entry clerks specially recruited for the task. A specific computer application handled the choices of candidates and assigned them to the institutions of higher education. Students who were not satisfied with the university assigned to them had to apply for the reorientation at DGES and possibly had to return to the Department to obtain information about their complaints.

The Solution

The online orientation for higher education was finalized for the 2007 session (in that it encompassed all stages of the academic orientation: online choice forms, data entry of the graduates' choices, publication of results for each round, and the publication of the reorientation decisions, etc.). This online process familiarizes the new high school graduates and their families with the use of new information technologies and is much more efficient compared to the old system.

This new online process has allowed the government to provide a better service in a very cost-effective manner; it has minimized costs related to paper, ink, data entry payment, transport, overtime, catering, which it incurred in the old system while the new graduates and their parents have been spared long trips to and long waits at the Ministry.

It is important to note that mistakes made by candidates in the past, which were a source of inconvenience for both the administration and the candidates, have now disappeared thanks to the fact that applications are made online and if any informa-

tion is missing or wrong, the system alerts them to that effect. With a login and a password candidates are allowed to go back to their personal information form and correct mistakes, change their choices, and update their information. Finally, when the MESRT is ready to published the final results, the latter are instantaneously communicated to all institutions of higher education as well as to the candidates. This allows each institution to download the list of its new students and open up an online registration form for new freshmen.

Lessons Learned

As already noted above, one of the objectives of this initiative was to lay the foundations for a lasting experience that breaks with conventional management (slow, cumbersome in terms of human and financial resources), and which provided more accurate and readily information about possible transfers within the same department (higher education) or in other public institutions.

Through this initiative, the MESRT has acquired enough experience and know-how to further improve and consolidate the process and to make it more efficient. The MESRT stands ready to help other government institutions reproduce the model for similar services. One of the primary factors that led to the success of the initiative can be attributed to the decision makers' will to tackle difficult challenges with major risks.

Another factor that contributed significantly to the success of this initiative was a certain cultural maturity in the Tunisian public administration, especially after the successful organisation of the second phase of the World Summit on Information Society in Tunis in November 2005 and the relevance of its recommendations. Finally, the set up and improvement of the infrastructure and other logistics, have helped carry out such an undertaking initiatives despite the sensitivity and complexity of its implementation.

Asia and the Pacific

India

2008 Category 3 Winner

*Programme of Communitisation
of Public Institutions and Services*
Government of Nagaland, India



Description

Empowering local communities to manage essential public social services through the Programme of Communitisation of Public Institutions and Services established by the Government of Nagaland in India.

Summary

This programme has significantly improved public service delivery in essential services, such as health, education and electricity, through an imaginative empowerment of users at the community level by adopting an innovative legislative framework. It is also playing a key role in achieving the United Nations Millennium Development Goals.

The Problem

Prior to the implementation of the Communitisation Scheme in Nagaland (the initiative), public social and utility services including health services, education, and electricity were scarce, and very badly managed. The public institutions responsible for those services were ineffective and dysfunctional. A strongly felt and unmet need was how to revitalize the service delivery network and bring about systemic improvement.

The Solution

In order to improve the management of public services so that they would be responsive to the needs of the population, the government of Nagaland introduced a new concept of service delivery. The citizens themselves were to be responsible for the delivery of public services and be directly involved in the collection of the fees and payments necessary to keep them running.

The former Chief Secretary of the Government of Nagaland, Mr. R.S. Pandey conceptualized the initiative and coined the term “communitisation” as a more effective means of conveying the concept underlying this initiative rather than using “decentralization”. Various discussions at the local level were initiated and a concept note was issued and discussed by the government that decided to institutionalize the communitisation of services in the state of Nagaland. After the government’s decision, rules for the communitisation of different sectors – namely, education, health and power supply – were finalized by different committees constituted for this purpose.

The active involvement of the political leadership, bureaucracy, civil society and the church in implementing this innovative and novel approach was a distinguishing feature of this initiative. The Village Councils and the Development Boards played a supportive role in the new provision of services. The villagers too started making voluntary contributions in cash, kind and/or labor (social work) for developmental activities as well as for the creation of productive and long-lasting physical assets. Members of the village communities were so enthused by the initiative and its success that they voluntarily participated in:

- Enhancing awareness about the benefits of the communitisation programme;
- Cleaning the school premises and fencing the compound in their free time and on holidays;
- Conducting tuition classes in the evenings for the poorly performing children;
- Cooking mid-day meals by taking turns;
- Contributing to vocational activities like carpentry, basket making, etc;
- Preparing educational kits and teaching aids;
- Growing fruits and vegetables in the kitchen gardens attached to the health centres;
- Conducting competitions for the students of all nearby schools; and
- Building awareness about important issues of common concern like HIV/AIDS, environmental protection, etc.

As a result of the communitisation scheme, covering the areas of health, education and utilities (electricity), there was a marked improvement in the attendance of teachers and students (greater than 90%), in enrolment of students (by 50%-500%), in dropout rates (falling to near 0%) and in performance in examination results (with near 100% pass rate). There was also better availability of textbooks, of the required type and in the required quantity. With the growing popularity of the communitised schools, many private schools closed down, with a significant percentage of their students shifting to the former.

In Health Centres, the attendance and availability of doctors and health staff improved significantly (in the range of 90%-100%), unauthorized absence came down drastically (to near 0%) and medicines of the required type and in the required quantity became available. The number of patients willing to visit, and be treated at the communitised village dispensaries, increased by 50%-100%.

As far as the electric power supply was concerned, the Village Electricity Management Boards (VEMB) undertook repairs and replacement of faulty electricity meters and took care of the small-time requirements of infrastructure through the 20% rebate that the Electricity Department was providing them, on billed amounts. This

resulted in a greater drive to collect dues from consumers, ensuring fewer defaults. The VEMBs were authorized to disconnect the power supply to the erring households too, with the result that revenues improved by about 250%, with the billing rate rising to cover 85%-100% of what was due. Power thefts got effectively controlled. There was increased electrification of villages, with more funds becoming available.

These changes led to desirable qualitative outcomes like greater transparency, accountability, responsiveness, improved service levels and quality, enhanced citizen's role, active involvement and participation of stakeholders, facilitation of democratic processes and improved functioning of public institutions.

The leveraging of social capital and reduced corruption were one of the major results of this initiative. Villagers started debating among themselves and then decided on what was good for them collectively, which resulted in a feeling of empowerment and a sense of greater satisfaction.

Village Committees that received funds (both one time and recurring) from the Government for Health and Education were responsible for disbursing the same funds to schools and teachers as well as to health centres, doctors and medical staff. The Committees followed the principle of "*No Work – No Pay*". Hence, greater transparency (on the actual sums received), accountability and answerability (as regards work output and performance) resulted. As the complete status of fund utilization was displayed on public notice boards by the respective Committees, citizens knew how much money was actually sanctioned and utilized for various activities. This increased the faith of the citizens in the working of public institutions, resulting in better service delivery in quality and quantity, such as in improved enrolment, attendance and performance of students in exams, timely vaccinations for children, etc.

Ownership of the assets of the government schools, hospitals and services was transferred to the communities under the guidance and superintendence of the committees. Resources too were transferred from the government to the communities, both for capital and revenue expenditures.

Training of the communities and the employees of the government was taken up seriously by the government, leading to their capacity building. The three 'T's namely, Trusting the user community, Training them and Transferring the governmental powers and resources to them in respect of management of assets and resources were the key strategies that transformed the administration, enhancing the citizen's role, involvement and participation, and revitalizing service delivery.

Lessons Learned

The idea was innovative in as much as it recognized and leveraged the rich social capital of the local tribes and communities. The principle of three 'T's, viz. Trusting

the village communities, Training them and Transferring powers to them proved right and worked very well. It became evident that the empowered user communities, when bestowed with powers as well as funds (through an enabling legislation) are capable of taking decisions and managing well the service-delivery institutions. The service-delivery Committees duly recognized their roles, responsibilities, powers and obligations, functioned in an inclusive and effective manner, fulfilling the faith and trust the government reposed in them. The Church also played an enabling and facilitating role in the task of awareness building and successful implementation of the initiative.

The priorities and purposes of the initiative were to promote the democratic decentralization of power, the sharing of responsibilities of governance with people and improving the institutional service delivery at the grassroots level. The strategy adopted was based on the tenet that when the empowered (e.g., the governmental machinery) are not adequately motivated to perform, it would make sense to empower those who have the motivation!

Accordingly, a unique partnership between the government and the communities was mooted. Village- and Town-ward level Committees were formed for the three chosen sectors. The Committees were broad-based in accordance with the guidelines and rules put in place, with judicious stakeholder representation, and with at least one woman-member inducted into each Committee.

Asia and the Pacific

Republic of Korea

2008 Category 3 Finalist

Information System Planning Bureau

Seoul Metropolitan Government

Republic of Korea



Description

Boosting online citizen involvement in public affairs and bringing cyber innovation into the city administration through the establishment of the Cyber Policy Forum by the Seoul Metropolitan Government of the Republic of Korea.

Summary

Seoul Metropolitan Government's initiative *Cyber Policy Forum* has served as an innovative means to boost communication between the government and its citizens by providing the people with an online discussion ground where they can participate in heated debates on wide-ranged policy issues.

The Problem

The Seoul Metropolitan Government (SMG) has made continuous efforts to reflect citizens' opinions in its policy-making process by collecting various data. However, it has never been an easy task to elaborate and integrate the data. Although each bureau/division of the government sought to collect opinions on various public matters from its people by conducting different polls, their results were not always adequately elaborated and did not meet the SMG or citizens' expectations.

To top it off, surveys that did not require disclosure of identity, i.e., were conducted on an anonymous basis, were repleted of either unsound critiques or politically-biased opinions. Since people tend to respond to the survey questions more positively when it is anonymous, a significant number of the polls were conducted in this way. As a result, most of the collected data contained rather prejudiced ideas, which did not quite achieve the city's objective of gathering public suggestions through data collected from surveys.

There was therefore a need to develop a virtual space where citizens could express their thoughts and views in order to gather more accurate suggestions from the people. Apart from such need, as society has become more diversified, there has been an increase in demands and expectations for better policies without a corresponding channel where citizens can discuss these issues freely.

The Solution

In October 2002, in order to address the above mentioned problems, the Information System Planning Bureau (ISPB), which is responsible for the official website of the SMG, made a proposal to the city mayor to launch a program that would enable people to discuss various ideas online. The program was named ‘Cyber Policy Forum,’ and after its pilot program was successfully completed, the Bureau commenced a full-scale operation of the Forum in 2003. The ISPB is in charge of the overall operation of the Cyber Policy Forum, while directors of each bureau of the SMG propose subject issues for the Forum. Moreover, each bureau has also actively made contributions to the Forum by reflecting citizens’ ideas. This kind of interaction has triggered more participation from the people. Last but not least, the other stakeholders of this initiative are Seoul’s citizens as they have played a very important role since their voices and thoughts are potential policy issues of the SMG. Therefore, the city government has selected excellent ideas that came from the Forum, and awarded winning ideas with appropriate prizes.

In order to produce the website, the SMG worked with technical advisors from an existing service provider of the Information System Planning Bureau (ISPB). The staff from the ISPB completed a plan for creating a relevant menu of the Cyber Policy Forum, while the technicians from the service provider were responsible for producing necessary programs and designs. Next step included tests into each menu, fixing problems, which had occurred during the testing period. Once the problems were sorted out, a final check-up on the operation of the whole content of the website was conducted in collaboration with the technicians and the Bureau, which was followed by a test-operation. It took approximately two months to open the website officially to the public as the website was operated initially on a pilot basis. The pilot project helped prepare for potential shortcomings and a number of initiatives were undertaken to make the system operational:

- Preparatory processes for the Cyber Policy Forum began in 2003;
- The Forum was officially launched on 7 February 2003;
- The SMG commissioned a survey on the participation level of the Forum from 24 September through 6 October 2003;
- The SMG’s new online service ‘Seoul Oasis-pour your imagination!’ was established with the purpose of encouraging people to express their thoughts and ideas freely on the website of the city so that the government could reflect diverse citizens’ views into its policy-making process since October 2006; and
- An online service ‘omSeoul702’, which has enabled the citizens to access the internet via their mobile phones and to voice varied ideas and opinions about the city policies was launched in May 2007.

In terms of the strategic operation of the Cyber Policy Forum, the ISPB focused on making sure that the topics selected for discussion were relevant, and on reflecting citizens' opinions as much as possible in order to draw more civil participation. Three main strategies have been developed.

First, topics of the Forum are selected among citizens and experts' suggestions every month to ensure that the Cyber Policy Forum is on the right track with relevant social issues. Those topics have to be hot issues that directly affect citizens' lives. To this end, the ISPB posts experts' opinions on the website of the Forum to guide the citizens about topics and to highlight pros and cons on issues. Anyone can put their own opinions and comments on the website. Every month, the SMG posts different topics for the Cyber Policy Forum along with experts' opinions on the selected topics on the website of the Forum so that citizens can have in-depth discussions with other members of the society with varied viewpoints. In doing so, citizens could feel that they are not just mere recipients of government services. This recognition has resulted in increasing citizens' active participation and interest in city affairs. Moreover, the Forum has amplified the level of publicity regarding the city's policies since these were discussed through the Forum leading to a more concerted action between the SMG and citizens.

As for the second strategy, the SMG actively promotes and advertises the Forum to draw more citizens' participation by using diverse means, including press releases. In addition to this, the city government also emails 90,000 registered members of its website notifying them about each month's topic.

The third strategy for encouraging citizens' participation consists of rewards (small gifts) that the SMG gives to eight best discussants every month. Among them, three best discussants are selected through online voting cast by the citizens, whilst the rest of the discussants are selected by public officials of the SMG.

Since the inception of the Cyber Policy Forum in 2003, the Forum has been a marketplace where Seoul's citizens can freely discuss various policy issues. In doing so, citizens have proven that ordinary people have the capacity to understand sophisticated issues and to come up with brilliant ideas.

However, despite of the SMG's endeavour in promoting the Forum, it did not appear to be an easy task to get people actively use this program. Therefore, the most urgent matter that the SMG had to deal with was to find ways of encouraging people to login to the website as often as possible. Indeed, the low rate of the citizens' participation was rather problematic at the beginning stage of the Forum.

In sum, the Forum has not only shifted the governance paradigm of the city by easing the SMG's burden on planning policies, but it has also raised its public awareness and understanding about the municipal issues as well. In addition, this online

arena of communication has also provided a cyber space for the youth where they can become panels of the Youth Forum, deepening their insights on governmental policies. From the perspective of the SMG, the biggest benefit is to gain fresh and extraordinary suggestions and ideas from the citizens. In other words, with active participation from the people, public officials have been able to look at policy issues from different perspectives.

In addition, the SMG has introduced another cyber space where citizens can suggest their ideas and thoughts freely since October 2006. This innovative online meeting room is named ‘Seoul Oasis-pour your imagination!’ Since the space has opened, about 27 brand new ideas were suggested by participating citizens, and some of them have been adopted as part of the city policies. On top of that, the government has been reflecting the people’s ideas via another new mechanism titled omSeoul702, which is the SMG’s online service that anyone can access on her/his mobile phones.

The ISPB of the Seoul Metropolitan Government has made an effort to narrow the digital-divide by distributing secondhand desktop computers to the poor. But this measure has not been very effective. Thus, more detailed measures were required in collaboration with diverse private companies concerned so that recipients of those computers could receive not only computers per se, but repair services and relevant training. It is within this framework that the SMG initiated its brand new initiative named ‘IT Seoul, we share hope.’

The first step the ISPB took was to open a bank account, an official account for those who wished to donate money for distributing computers or for the internet access fees for the poor. The next action was to organize an after-distribution service team in charge of checking and repairing the computers distributed. Moreover, the ISPB has also made use of Seoul administrative supporters, and volunteer college students, as well as citizens. Active promotion is another activity that the ISPB has undertaken to maximize the effect of the initiative. Apart from the official charity account for the initiative, the ISPB launched an online charity that enabled Seoul citizens to donate points they have accumulated by participating in various activities through the SMG’s website.

By the year of 2008, a total of 3,000 computers will be distributed to the disadvantaged in partnership with private companies, including Samsung SDS, LG CNS and Woori Bank. The membership of the SMG web-site has grown larger from 35,000 in January 2004 to 93,000 as of January 2005. Therefore, people’s participation in the Forum is expected to grow more along with the growing membership.

Lessons Learned

Despite SMG’s endeavours to promote the Forum, however, it did not appear to be an easy task to make people active users of this program. Therefore, the most urgent

matter that the SMG had to deal with was to find ways to encourage the people to login to the website as often as possible. Indeed, the low rate of citizens' participation was rather problematic at the initial stage of the Forum.

In this respect, the SMG has come up with different solutions to tackle the problem by:

- Having different discussion topics for every single month in order to draw attention from varied people from all walks of life;
- Offering experts/specialists opinions on the given topics so that participants can have a smoother and in-depth debate;
- Conducting a live poll along with the Forum so that anyone can express their views on the topic;
- Renewing the programs of the Forum, and creating a more detailed menu of the website to let the participants know as to whether or not their suggestions/proposals have been taken into consideration in a policy-making process; and
- Having a partnership with a private portal provider to let citizens participate in the Forum via more diversified channels.

As a result of such hard work, the Cyber Policy Forum also won the Government Technology Awards 2007; the Award recognizes outstanding public sector technology programmes throughout the Asia Pacific and Gulf States, as a municipal government that practiced best technology leadership. The initiative has proved its excellence by winning two prestigious international awards in two consecutive years in 2007 and 2008.

The Cyber Policy Forum and its sustainability are positive since it is opened to everyone working as an efficient tool that encourages citizens' participation in the municipality. Plus, the operation of the website does not cost much, and policy-makers can easily know what the public opinion thinks prior to executing policies, which in turn reduces possible errors and improves efficiency. That is why other cities and district offices in Korea are now benchmarking the Cyber Policy Forum of the SMG for possible replication.

Europe and North America

Germany

2008 Category 3 Finalist

City of Cologne, Germany



Description

Introducing participatory budgeting to ensure citizen participation in decision-making processes regarding the allocation of public funds.

Summary

The participatory budget introduced in Cologne's municipal administration is a new "service for citizen participation" with the goal of effectively supporting decision making processes in various fields affecting the community with the help of online media, while putting the citizen at the centre of governance. By providing an electronic platform for the participation of citizens, useful ideas of the citizens can be tapped and additional knowledge generated via the Internet.

The Problem

Citizens were not given the opportunity to decide how public funds were going to be spent.

The Solution

In December 2005, the administration was asked to work out a concept note for preparing future budgets in the form of a participatory budget. The Cologne City Council voted with a great majority to ask the municipal administration to carry out a public symposium called "Participatory Municipal Budget for Cologne". Upon decision of the finance committee, a steering committee (6 persons) consisting of representatives of the political parties and an advisory council (7 persons) with representatives of organisations/institutions interested in the participatory budget were established. The symposium "Participatory Budget Cologne" was carried out in September 2006 with the help of Hamburger Ramboll Management GmbH. The subsequent preparations for the Cologne participatory budget were expedited by the finance department and the e-government and online services of the City of Cologne – accompanied by monthly meetings of the advisory council. To inform and activate the citizens and encourage them to participate, the use of the Internet and the potential of online media were discussed in depth at the third meeting of the advisory council on 25 January 2007. This meeting brought a consensus to develop a specific approach for the City of Cologne. On 19 June 2007, the City Council asked for the introduction of an electronic participation platform

(e-participation) to “implement the participatory budget and introduce an e-participation platform”.

This process was to be supported by the renowned Fraunhofer Institute IAIS. Together with this Institute, the online editorial department developed a basic guideline for action (study) to make the electronically supported participation of citizens a standard procedure in the municipal administration of Cologne. In addition to a number of channels (letters, public hearing, call centre), it is the Internet that represents the main channel for participation. The platform was successfully used in October 2007 during the first participatory budget discussion that included debates on:

- Roads, lanes and public squares;
- Public green spaces; and
- Sports.

The four-week online participation phase for 2007 participatory budget was concluded on 19 November 2007. For four weeks the citizens of Cologne had the opportunity to participate in planning the budget by submitting proposals, comments and assessments in the fields of “roads, lanes and public squares”; “public green spaces”; and “sports”, which they did with great interest and enthusiasm. These figures of the Cologne participatory budget clearly surpassed comparable online procedures in Germany and throughout Europe. 10,231 participants registered on the Internet platform. 4,973 submitted proposals and received 9,184 comments from other citizen and a total of 52,746 assessments (votes for or against) were entered. The proposals were called up online about 464,000 times and the web pages of the participation platform were visited exactly 873,476 times. About 120,000 unique visitors were counted.

These figures of the Cologne participatory budget clearly surpass comparable online procedures in Germany and throughout Europe. The media also covered the project extensively. The participatory budget became the “talk of the town” during these four weeks, which was due to the city’s public relations work on the one hand, but also because of the very constructive and extensive media coverage about the procedure. The great majority of the proposals were submitted online via the Internet (85%). This shows the high degree of acceptance of this medium during this exercise. But the 448 written proposals and the 184 proposals received via the call-centre also show that it was right to make the project accessible for citizens who do not have access to the Internet or would rather communicate in other ways.

One essential aspect for a successful participation of citizens during the entire phase of the participatory budget is to represent the complex, and often non-transparent for many citizens, material of a municipal budget in an understandable and transparent form. Aside from public hearings and the possibility of sending letters, submissions via the award-winning call centre of the City of Cologne were made possible for the

first time and pooled in the Internet platform to be put up for discussion. This platform is of special significance, because it can also be used to include the respective evaluations at the conclusion of the online phase. Internet-based discussion forums allowing for time-independent communication on the basis of written messages allow citizens to participate from various locations at any time. Citizens are therefore no longer reliant on participating in a single event, but instead have enough time to write and make contributions to the forum discussion from their home or workplace. Furthermore, electronically supported participation procedures make it easier for newcomers to enter the discussion, since the entire course of the discussion up to that point has been documented in writing. For citizens, who otherwise have difficulties speaking in front of a great number of people or speaking up in the heat of the debate, it is also easier to participate in discussions via the Internet.

The use of the Internet also holds advantages for politicians and administrators on many fronts. The quality of the discussion and the results is evidenced by the fact that Internet-based discussions are documented in writing, which makes it easier for them to use and process the material for further planning processes.

Here the interactive software had to offer more than the usual range of functions for newsgroups or discussion forums. Requirements were carefully developed in order to make sure that the online consultation would go beyond a “flood of contributions” in a targeted and result-driven way. Discussion forums or newsgroups merely offer simple threads of answers. The representation of the content and documentation of the discussion therefore consists of discussion threads grown over time that more often than not do not follow the line of arguments inherent in the discussion. Interactive software should therefore offer functions that allow incoming contributions to be enhanced with further information, for example by means of labeling the contributions, providing key words or links.

The interactive software not only allowed for the enhancement of contributions, but also for the processing of the discussion documents. The moderators had to be able to relocate, edit, remove, retract and re-label contributions or link them to each other in new ways that make it possible to document the discussion, and to edit its documents in a targeted and result-oriented way. Furthermore, there had to be functions to control the discussion to be able to establish and adjust any number of forums and sub-forums (access rights, visibility of functions, special contribution labels, activation of modules etc.) Interactive software should also allow for the integration of further communication channels and tools: one should therefore not only be able to submit contributions via the ‘WWW,’ but also via e-mail, fax or telephone. One should also make sure if the asynchronous discussion can be expanded through integrated 22 modules, like chat or survey and voting tools, for the different phases of the discussion (e.g., collection of ideas, assessment of options – see process planning,). It should also be possible

to embed notes in the topics of discussion in order to annotate documents or maps, for example. Electronic discussion platforms should also support public hearings, so that local discussions can be watched by means of special user interfaces and later continued in Web forums. The main challenge of the participatory budget project was to reach and activate as much of the public as possible with the resources at hand. The key strategies included:

- Reaching the public – citizens – activating the target groups;
- Generating public attention;
- Activating different social groups;
- Addressing the target groups in the best possible way;
- Designing interactive web pages to be user-friendly;
- Guaranteeing transparent processes;
- Generating lots of contributions – selecting good proposal;
- Securing the future;
- Long-term embedding in politics and administration; and
- Establishing a new culture of participation.

It is important to note that the Cologne budget allows for expenditures of about €3 billion. The participatory budget 2008 is the pilot project for a comprehensive initiative to introduce e-participation in the City of Cologne. In this respect, the city's finance department has taken over control of the participatory budget in accordance with the aim of the project. The office for e-government and online services is responsible for the development of e-participation in the City of Cologne. On behalf of the office, the Fraunhofer Institute AIS assisted in the implementation of the project in cooperation with Binary-Objects by providing conceptual and technical support. Further partners included the city's press and information office as well as the office for information processing.

In addition to the high-profile public phase (long-running ads in the print media, radio and TV as well as letters to all Cologne households), the implementation of the participation platform itself was of special importance. One important result of the project is the fact that the citizens now have the opportunity to participate in the preparation of the municipal budget: the citizens have a great need for information about the budget and there is a great willingness to participate in its preparation.

One important result of the project is the fact that the citizens now have the opportunity to participate in the preparation of the municipal budget: the citizens have a great need for information about the budget and there is a great willingness to participate in its preparation.

The 2008 participatory budget was the pilot project for a comprehensive approach to introduce e-participation in the City of Cologne. The success of the project so far has shown that a repeat effort makes a lot of sense. But this will also make the overall subject of “e-participation” an ever greater priority for communities and institutions.

The success of the participatory budget has shown that the public has a great need for information about the city’s administration and that there is a great willingness to participate in the political process.

Lessons Learned

The procedure was well received by the citizens of Cologne, as it is evidenced by the access rate, which so far has not been reached in Germany, and maybe even in Europe, with this form of citizen participation. It turned out that the participatory budget has found its place in the city and that the citizens want to participate, as shown by their great interest and active participation. If there was any criticism at all, it was mainly constructive proposals for improving the procedure.

The success is surely due to the extensive PR work in mobilizing the public and the structure of the procedure. Access barriers were set very low, allowing citizens to submit contributions not only via the Internet, but also by mail and via the call centre. In addition, the participation platform was designed to be easy and user-friendly and access criteria were set quite low. Another success feature was the politicians’ engagement and promise to deal intensively with the proposals of the citizens.

It soon turned out that the discussion took place on a very constructive level concerning everyday problems. The subject areas drawing the most attention, such as traffic lights, street lighting, bicycle lanes and networks, a bike-friendly city, dogs, dog droppings, dogging, teenagers and children, garbage, cleanliness, public pools, safety, playgrounds, road repair, traffic and traffic safety, in other words subjects that everyone encounters every day, were evidence of this. These subjects were a recurrent theme throughout the entire procedure, and it turned out that four weeks of active participation is sufficient.

It also turned out that the kind and scope of the Internet service was very well received by the citizens. An attempt was made to promptly clear up questions and react to suggestions, and the users were not given much “rein”. Whenever discussions were on the verge of getting out of hand or there were problems with the behavior of some, a reaction followed immediately. This was helpful in preventing discussions from running out of control and politically incorrect opinions being disseminated.

Europe and North America

Spain

2008 Category 3 Winner

“Participation in Policy-making Decisions”

General Directorate for Citizen Participation

Government of Catalonia, Spain



Description

Promoting citizen participation in public affairs, through the establishment of a General Directorate for Citizen Participation at the local level; Catalonia, Spain.

Summary

Through the General Directorate for Citizen Participation, the Government of Catalonia has increased participation of citizens in all public policy areas by providing new participatory mechanisms across Catalonia. The General Directorate for Citizen Participation (DGPC) of the *Generalitat of Catalonia* (Government of the Autonomous Community of Catalonia, Spain) was established in January 2004 to encourage dialogue and citizen participation to better incorporate people’s ideas, views and multiple perspectives in the design and implementation of public policies related to complex social problems.

The Problem

Local governments have been the precursors of a multitude of innovative practices in citizen participation and democratic initiatives in Spain. But transferring models of participation from the local sphere to the regional level, i.e., to the regional government (the *Comunidad autónoma*) constituted a challenge given that no previous experience existed in all of Spain or at the European level.

The Solution

A team of people within the regional government of Catalonia, with both technical and political experience, and a strong willingness to innovate and commitment to public service, decided to search for ways to expand the opportunities for citizen participation. Above all, this team of officials believed in the capacity of bureaucrats to innovate.

The idea was to elaborate a policy that promotes deliberation and dialogue as a way of incorporating complexity into the formulation and implementation of public policies. The team was searching for new participation models, which transcend boundaries, and worked together with other departments of the Government of Catalonia, as well as other levels of government and the administration to establish a Directorate

for Citizen Participation (DGPC). The Mission of this new institution was to promote citizen participation in monitoring, formulating and implementing policies of the regional government and of Catalonia's local authorities.

By fostering, studying and spreading values and practices related to political and social participation, the new institution would enrich the quality of Catalonia's democratic life. The new Directorate was established in December 2003 by a legislative act endorsed by a coalition of three parties who formed the government in Catalonia after 23 years of a single party government.

The strategies adopted to promote greater citizen participation at the local level included the following:

1. Institutional strategy

- Setting up an **institutional structure** (Promoters of participation: the different departments of the Catalan Government and Public Administration);
- Bringing "users-clients" on board by affirming that, through citizen participation, the Directorate can add value to other departments' projects; and by eliminating part of the costs associated with the introduction of participation in public policies; and
- Demonstrating through pilot projects the positive effects of new participatory methods.

2. Civil society strategy

- Using and combining multiple criteria to identify who should participate: extension, inclusion, intensity, representativeness and diversity;
- Paying particular attention to the territorial dimension: meeting participants in the places where they live; and
- Adapting the participatory procedures and processes offered to the diverse needs of social groups.

The stages of development and implementation included:

- **Design, 2004:** Deciding what constituted participation and what did not. Differentiating this concept from others that are related to it, but are different from it;
- **Experimentation stage:** Efforts to convince other Public Administration bodies of the value of participation. A number of pilot projects were introduced to help overcome initial doubts;
- **Implementation;**
- **Consolidation:** Since 2006 many government departments have come to DGPC to request its services; and

- **Excellence:** In order to judge the excellence of DGPC's services, evaluations and audits of its services have been ordered from independent bodies in cooperation with other governments' departments and international think tanks, etc.

The new Directorate has achieved the following results:

- **Increased participatory processes:** The Directorate has promoted cooperation with numerous bodies within the regional government in the formulation and implementation of participatory processes (reform of the Statute of Autonomy of Catalonia, the Prison Reform Plan, the Research and Development Plan 2005-2008, laws related to social services, children, young people and immigration, etc.);
- **Streamlined channels of participation:** The Directorate has worked with hundreds of councils, committees or commissions, which serve as vehicles for the participation of citizens and representatives of civil society, to rationalize and modernize their operations;
- **Promoted and supported participatory processes at the local level:** Since 2005, the Directorate has channeled €7 million to provide support for over 700 types of citizen participation processes at the local level; and
- **Fostered studies and promoted methodologies for innovative citizen participation:** The Directorate has undertaken studies of local political participation patterns and political disaffection; it has developed a methodology to promote social dialogue regarding government initiatives that have an impact on the region; and it has helped modify the Law of Popular Legislative Initiative.

The obstacles encountered in the implementation include the following:

- A specialized and fragmented government, in which any project that transcends department or ministry boundaries, is very difficult to implement;
- A weak participatory culture both within the government and civil society; and
- Difficulty in clearly conveying to mass media in simple language the complex participatory methodologies, tools, and procedures, as well as the concepts behind citizen participation practices.

Lessons Learned

Participation cannot be improvised. Participation is fragile, delicate and sensitive. It requires planning and professionalism, and high-quality implementation. This initiative has transformed government as we know it, i.e., a government still dominated by the idea of "every man for himself". Yet, this initiative has shown that collaboration, conviction, patience and mutual trust can bring about positive results.

Western Asia

Jordan

2008 Category 3 Winner

Family Planning, The Higher Population Council

Amman, Jordan



Description

Promoting family planning and empowering women through health and reproductive education.

Summary

The “*Family Planning*” initiative has promoted a balance between population growth and economic resources necessary to achieve comprehensive and sustainable development by adopting policies that promote rational reproductive behaviors, family planning, rational use of resources, women’s empowerment, equity and productivity in order to increase per capita income.

The Problem

During the last decade, Jordan has experienced a set of development challenges related to an increase in population growth, fertility, unemployment, poverty pockets, and growing pressure on the State to deliver basic social services. This situation has adversely affected Jordan’s economic, social, and sustainable development. The creation of the National Population Commission (NPC) was supposed to address the problem of very high population growth and its consequences. However, the NPC was an empty body with virtually no concrete activities.

The Solution

The NPC, which was established in 1988, was not operational until late 1990s. HRH Princess Basma Bint Talal envisioned establishing an executive body for the National Population Commission (NPC) in order to start implementing Jordan’s national population programs. During 1999-2002, the NPC was restructured into the Higher Population Council (HPC) with a clear mandate to implement and follow up on the National Population Strategy (NPS) and budget.

The HPC, established on 3 December 2002 according to the Cabinet’s decision no. 3071, was given the responsibility to act as the reference body entrusted with suggesting, formulating, monitoring, evaluating and updating the national population policies, as well as creating a supportive environment to achieve its objectives within the framework of the national economic and social development plans and reform programs. A number of committees were established within the Secretari-

at of the HPC including reproductive health, population and development, advocacy and gender empowerment.

The vision of the HPC was to achieve a balance between population growth and economic resources necessary to promote comprehensive and sustainable development. In order to achieve its missions, the HPC implemented good governance mechanisms to its own internal operation, including:

- Restructuring the Higher Population Council to be composed of the three pillars of society, namely government, private sector and NGO institutions;
- Integrated team work and actual partnership, cooperation and accountability; and
- Upholding the principles of transparency, accountability and efficiency.

By adopting policies to enhance rational reproductive behavior, family planning, rational use of resources, women's empowerment, equity and productivity in order to increase per capita income, the HPC is on the path to achieve its mission.

The strategic goals of the HPC are as follows:

- Rationalize population growth through reproductive health and family planning to achieve balance between population, economic resources on one hand and the development requirements on the other;
- Reduce the negative impact of unchecked reproductive behavior on the family, society, mother and children's health;
- Address the unbalanced geographic distribution of population to achieve better interaction between human, financial resources and land, through a balanced regional dev. and effective relationship between "population and development";
- Improve the living standards and quality of life of families by enhancing women's empowerment and their social role; and
- Strengthen HPC Arab and international relations by developing effective relations with donor countries and agencies.

The HPC launched a Reproductive Health Action Plan for 2004-2007 "to contribute to the national efforts of achieving sustainable development by balancing economic resources and population growth through a reduction of the total fertility rate from 3.7 in the year 2002 to 2.1 in the year 2020".

In order to succeed a number of stakeholders are closely involved:

- Governmental ministries (Ministries of Health, education, planning, labour, Awqaf and Islamic affairs, social dev., finance). Government institutions (Department of Statistics, Housing and Urban Development Cooperation, Civil Status Dept., Industrial Cities Corporation, Vocational Training Corporation, higher council for youth, higher council for information, Radio and TV Cooperation);

- Private sector (vocational unions, private hospitals, Amman Chamber of Commerce and Industry, the Performing Arts centre); and
- NGOs (Jordanian Hashimite Fund for Human Development, Queens Zein Al-Sharaf Institute for Development, Noor Al-Hussein Foundation, the Jordanian Commission for Family Planning and Protection, the National Council for Family Affairs' Arab Women's Organisation of Jordan).

A national team composed of all concerned national institutes, ministries, private sector and NGOs was established, in cooperation with a Consultants Support Team CST-UNFPA and was assigned the following goals:

- Decrease population growth rate to 2.1% by 2010, 1.5% by 2020;
- Decrease total fertility rate to 2.9% by 2010, 2.1 by 2020;
- Increase contraceptive prevalence rate to 65% by 2010, 70+ by 2020;
- Decrease maternal mortality ratio to 33.5% by 2010, <30 by 2020;
- Decrease infant mortality rate to 17% by 2010, <15 by 2020;
- Decrease illiteracy rate among females to 10 by 2010, <6; and
- Decrease primary school dropout rate to 0.5% in 2010, 0% by 2020.

Since January 2003 and in addition to a number of high level fora, the HPC conducted several seminars, workshops and meetings across the Kingdom focusing on issues related to poverty and youth. This resulted in raising awareness in over 104,000 families on the importance of reproductive health and family planning in development by 300 certified trainers. Recognizing the importance of religion and its influence on the society, the HPC trained 1,710 male and female preachers in reproductive health and family planning.

Moreover, the HPC in coordination with the Ministry of Education, introduced population issues, reproductive health, family planning, and gender issues in primary and secondary curricula. The same effort has also taken place at the University level with the introduction of population and development concepts within the national university curricula in coordination with the Ministry of Higher Education.

In a span of five years, remarkable progress has been achieved as attested by the following figures expressed in percentage:

Some Population Indicators		
Indicator/Year	2002	2007
Total fertility rate	3.7	3.2
Population growth rate	2.8	2.1
Contraceptive prevalence rate	55.8	60.0

Source: Higher Population Council of Jordan

Lessons learned

- Leadership commitment: The prime minister is the chairman of the HPC. This gives the latter more power to execute and implement its activities;
- The cooperation with other national institutions was key to a smooth implementation:
 - Religious leaders, female and male preachers at the Ministry of Awqaf and Islamic Affairs;
 - Social facilitators such as the Ministry of Social Development and NGOs; and
 - Ministry of Health, the liaison officers from the ministry who work with the HPC in the fields of reproductive health in addition to professional health institutions in the private sector.
- The involvement of beneficiaries through community networks was essential for outreach activities:
 - Meetings in the governorates, districts, camps and Bedouin areas; and
 - Building awareness of local communities to family planning programs and supporting them through various means.
- The support from external partners was helpful;
- The HPC established strong relationships with the following:
 - USAID by extending the POLICY project to support the General Secretariat in implementing the second phase of the National Work Plan for Reproductive Health.;
 - UNFPA: participating as a main partner in formulating the UNFPA work plan for the years 2008-2012;
 - JICA: “Integrating Health and Empowerment of Women in the South Region Project” in cooperation with the Ministry of Health and the Jordanian Hashimite Fund for Human Development (JOHUD); and
 - National organisations: Ministries of Health, Planning, Social Development, Education (by including curriculum on population and reproductive health starting in year 2005), Higher Education (including the subjects of population, development and reproductive health in the compulsory national education curriculum, which was started during the academic years 2005-2006), Awqaf and Islamic Affairs, and JOHUD.

In fact, involving all stakeholders in this national issue, through various partnerships, was highly valuable in achieving the goals of this initiative in a transparent and accountable manner.

2007

United Nations Public Service Awards Winners*

Category 1

pg 130



Kenya



Morocco*



Australia



India



Rep. of Korea*



Singapore



Austria



Slovenia*



Chile



Azerbaijan

Category 2

pg 151



Morocco



South Africa



Rep. of Korea



Singapore*



Lebanon



UAE

Category 3

pg 164



Canada



Italy*



Switzerland

* 2007 finalists initiatives details are not covered in this publication





2007 Category 1

Improving Transparency, Accountability, and Responsiveness in the Public Service

Region	Country	Winner	Description	Pg
Africa	Kenya	<i>Performance Contracts Steering Committee Secretariat</i>	Emphasising results over process compliance by introducing a performance-based contracting system	131
Asia and the Pacific	Australia	<i>State of the Service Report, Public Service Commission</i>	Enhancing public service performance and accountability through the State of Service Report	134
Asia and the Pacific	India	<i>e-Procurement Project, Andhra Pradesh, Sitapur District (UP)</i>	Making public procurement more efficient and transparent with an accessible online portal	137
Asia and the Pacific	Singapore	<i>Progress Package, Ministry of Finance, Ministry of Manpower</i>	Providing the disadvantaged resources and social benefits by integrating social security services	140
Europe and North Am.	Austria	<i>Electronic law making processes (eLaw), Federal Chancellery</i>	Enhancing law-making process transparency and efficiency with a digital law-making system	143
Latin Am., Caribbean	Chile	<i>ChileCompra, Ministry of Finance</i>	Making public procurement easier, less costly and more transparent	146
Western Asia	Azerbaijan	<i>Extractive Industries Transparency Initiative</i>	Making the extractive industries more transparent and efficient	148

* 2007 finalists initiatives details are not covered in this publication



Kenya



Morocco*



Australia



India



Rep. of Korea*



Singapore



Austria



Slovenia*



Chile



Azerbaijan

Africa

Kenya

2007 Category 1 Winner

Performance Contracts Steering Committee Secretariat,
Kenya



Description

Emphasising results over process compliance by introducing a performance-based contracting system in the public sector.

Summary

In Kenya, an extensive system of performance-based contracting has been put in place to ensure a style of public sector management that emphasizes results over process compliance fostering greater responsiveness and accountability of the civil service.

The Problem

Since independence, the performance of the Kenyan civil service has been deteriorating. This state of affairs resulted largely from a system of management in the public sector, which emphasized compliance with processes rather than results. Performance contracts were thus implemented to reverse this trend. Problems inhibiting the performance of government agencies are generally similar to those found in other countries and have been identified as follows: excessive control system, multiplicity of principals, frequent political interference, poor management, and outright mismanagement.

Over time, the government has implemented different strategies to address these challenges. These strategies included: structural adjustment, privatization, commercialization, contracting out new budgeting and planning systems. Even with these strategies being implemented, performance of the civil service did not improve. Government subsequently changed course, and in the Economic Recovery Strategy (ERS) plan it was decided that performance contracting process be adopted as a management tool of public resources.

The Solution

In 2004, a set of pilot projects in sixteen state-owned enterprises was launched to implement a performance based contracting system in the public sector. A Performance Contract is an agreement between the government and a public agency, which establishes general goals for the agency, sets targets for measuring performance and provides incentives for achieving these targets. Kenya has implemented one of the most extensive systems of Performance Contracts (PCs). The scope, speed and mag-

nitude of its quantitative achievements in this area are matched by its qualitative achievements. To prepare the public officers for the implementation of the process, massive training and sensitization workshops have been carried out. So far, over 4000 public officers have been trained on the process. Training has been carried out starting with the political body that is the ministers, in order to get political support for the system and to ensure long-term sustainability of the process. This has helped in not only entrenching the process in the system but ensured ability to cascade both the process and the targets throughout the public sector.

The strategies adopted to ensure the success of the programme were first and foremost to solicit and obtain political and administrative support and ownership at the highest levels. The President and the Secretary to the Cabinet have given the process their personal support as part of the public sector reform agenda. To ensure identification with the process, the political leadership in the ministries (cabinet Ministers) counter-signed performance contracts signed by their permanent secretaries. Moreover, the government has finalized and is implementing a communication strategy, which in essence seeks to establish partnerships with the private sector, the academia, business executives and members of the public in various stages of implementation. The performance contracts for all institutions are made public and are posted on the internet. Moreover, every year the institutions conduct a customer satisfaction survey to determine the extent, to which consumers of various government services are satisfied with those services. The performance of public institutions is announced publicly and the best performing institutions are recognized and receive awards from the President. This promotes healthy competition among institutions providing public services, which are required to be ISO certified within the next 2-3 years.

The fundamental objective of the performance targets is to ensure an increase in economic resources. Each year, performance targets have to demonstrate remarkable improvement over the previous periods. To ensure objectivity of the process, experts drawn from the academia, private sector and various professionals negotiate performance targets with ministries. This alone has achieved accountability levels never seen before in the civil service as the performance of officers, including management of public resources, is now subject to review by the private sector.

So far, the performance contracting system has been extended to all 38 government ministries, 130 state corporations (including six public universities) and 175 local authorities. The process was first introduced through piloting in 2004 with 16 commercial state corporations. The effect of the PC system has been remarkable and unprecedented. The enterprises involved in the 2004 pilot projects recorded an increase in pretax profits of up to 282% over the previous year and 13% over the targets. Performance contracts have also proved to encourage responsiveness and accountability. These positive results encouraged the Kenyan government to introduce PCs in all public agencies.

The Performance Contracts system has resulted in enhanced transparency, accountability, responsiveness and has transformed public administration. In terms of transparency, Performance Contract related documents list the obligations of all public agencies (Chief Executives of SOEs, Permanent Secretaries and head of other public agencies such as universities and municipalities). PCs also include specific criteria and targets to evaluate success. In addition, they prioritize the success indicators to clearly convey government's priorities to its managers. These documents are put on the internet for all to see and hold the agencies accountable. In terms of accountability, at the end of each year, the performance of all government agencies is assessed against the commitment made by them in their respective PCs. The state-of-the-art methodology used by the Kenyan PCs allows the President's office to rank all public agencies on a scale of one to five in a descending order. Thus, the evaluation is not descriptive but precise and quantitative. The top three performers are recognized publicly by the President. It is in that regard, Kenyan PCs are similar to systems used by New Zealand, US, UK and Malaysia. Another key aspect of the Kenyan system is that its focus is on holding the top echelons accountable. It is based on the assumption that accountability for results trickles down (but does not trickle up). In terms of responsiveness, Kenyan PCs require that each public agency designs its Service Delivery Charter and be accountable for its implementation. This is a major innovation and is likely to become a trend setter. With regard to the transformation of public administration, it is worth mentioning that PCs are revolutionizing the administration of public agencies in a number of ways. Each public agency is required to have a strategic plan to specify their course of action (doing the right thing). In addition, each agency is required to get an ISO certification, which is a revolutionary concept in governance.

The basic concept of a PC is not new, neither in Kenya nor in the region. However, the uniqueness of the Kenyan concept lies in the introduction of a methodology that allows all public agencies to be ranked on a scale of one to five. The absence of such a measurable scale explains the failure of previous attempts.

Asia and the Pacific

Australia

2007 Category 1 Winner

State of the Service Report

Australian Public Service Commission, Australia



Description

Enhancing Public Service performance and accountability through the State of the Service Report.

Summary

The State of the Service Report is an annual report on the state of the Australian Public Service prepared by the Australian Public Service Commissioner and presented to the Prime Minister for tabling in Parliament. It provides the Australian Public Service Commission as well as the government and the parliament with an effective picture of how the commission is performing in a devolved environment. It helps to identify its strengths, its key challenges and areas in need of further improvement, to ensure that it delivers effective outcomes for the Australian Government and the community in the future.

The Problem

In order to improve the efficiency and effectiveness of civil service at the local level, the Australian Public Service Commission and other government bodies needed to have comprehensive information about the performance of local agencies.

The Solution

The Australian Public Service (APS) Commission has been required to present an annual State of the Service Report to the Parliament since 1998. The Report, which provides a picture of the performance and main trends in the Australian Public Service, was a new concept designed as an important part of the accountability framework under the more devolved arrangements introduced initially by Regulations and then by Section 44 of the Public Service Act 1999. This Act established that the Public Service Commissioner must provide a report each year to the Minister for presentation to the Parliament, including a report on the state of the Australian Public Service during that year. The State of the Service Report draws on a range of information sources including a survey sent to all Australian Public Service agencies employing 20 or more staff under the Public Service Act and the results of the APS employee survey.

The 2005-2006 Report includes a Statistical snapshot of the Australian Public Service, including its size, number of full-time and part-time employees, mobil-

ity, age profile, diversity trends, etc. It also provides information about job satisfaction, communication and productivity in the public service, integrity and fairness, equity and diversity, learning and development, leadership and management, organisational capability, agency governance, whole government, etc. The 2005-2006 State of the Service Report shows that, overall, the APS is a healthy institution, with high levels of employee engagement, organisational effectiveness and service delivery capability. Associated with the State of the Service Report 2005-2006 are two other publications – the Australian Public Service Statistical Bulletin 2005-2006 and the State of the Service Employee Survey Results 2005-2006. A summary pamphlet, State of the Service 2005-2006 At a Glance, has also been prepared. These publications are available on the Commission's website at: www.apsc.govt.au

The State of the Service Report is an important mechanism in increasing the public's ability to observe, monitor and analyze government decision-making and processes in relation to the Australian Public Service. It provides a wealth of information about the impact and effectiveness of management processes and decision-making relating to the APS across a range of areas including decisions affecting organisational capability, employee satisfaction and the effectiveness of the APS in working with the community. The State of the Service report is also an important part of the accountability framework for the APS. It provides an effective mechanism for monitoring APS agencies compliance with key aspects of the Public Service Act 1999 and for assessment of the performance of the APS across the board.

The Report's findings have led to action to improve APS performance in a number of areas including in relation to the ageing of the APS workforce, the need to manage and sustain the workforce in an environment, which requires more highly-skilled staff, the employment of Indigenous Australians and people with disability, and in relation to interactions with Ministers and Ministers' offices.

The Public Service Act does not limit what the Public Service Commissioner can include in the State of the Service Report. The Explanatory Memorandum for the Public Service Bill envisaged that the report would have both factual and evaluative elements. In practice, the State of the Service Report has tended to include both conformance and performance dimensions. For example, a key theme of all reports has been how effectively APS agencies are conforming with aspects of the Public Service Act 1999, most notably the APS Values set out in section 10. Reports have also made assessments about the performance of the APS in a number of areas for example in terms of its organisational capability and the effectiveness of agencies' workforce planning.

The State of the Service Report also helps nurture the culture of performance and continuous improvement within APS agencies. From its inception it was envisaged

that the performance information collected from agencies for the State of the Service Report would be information that agencies themselves would find useful (Public Service Bill 1999 – Explanatory Memorandum). Since the introduction of the State of the Service employee survey in 2003 and the provision of agency-specific results to large agencies, this purpose of the Report has been enhanced, with agencies increasingly using their individual reports to benchmark their own performance, identify areas for improvement and develop appropriate responses.

After eight iterations, the Report has become an integral part of the public service employment and accountability framework. Similar reports have been adopted, or are being considered by some of the Australian State and Territory jurisdictions and considerable international interest has been expressed in the report. The lessons learned through the experience of preparing the State of the Service Report include the following:

- A State of the Service Report can form an effective part of the overall accountability framework in a devolved civil service;
- A strategic approach needs to be taken in determining the issues to be covered in each year's report;
- Data needs to be collected from a variety of sources, not just from agency management;
- Engagement with agencies themselves needs to be a priority; and
- Focus should be on continuous improvement.

The State of the Service Report has allowed the government to monitor the effectiveness of the APS as a whole in an environment where most employment powers are devolved to the agency level. There has been a continuous focus on improving the Report, which now utilizes an online agency survey, a representative employee survey, which includes questions that allow performance to be benchmarked against State jurisdictions, specific-issue evaluations, and factor analysis of employee survey results. Large agencies are provided with individual agency-specific employee survey results that are used in benchmarking performance and identifying areas for improvement. Smaller agencies are provided with benchmarking reports for their size bracket. Mechanisms for disseminating results to APS employees have also been improved over the life of the Report.

Asia and the Pacific

India

2007 Category 1 Winner

e-Procurement Project

Information Technology and Communications
Department, Government of Andhra Pradesh
Sitapur District of Uttar Pradesh (UP), India



Description

Making public procurement processes more efficient and transparent by creating an online portal accessible to everybody.

Summary

The e-procurement initiative of the Government of Andhra Pradesh in India has increased transparency and reduced corruption in public procurement by automating procurement processes and work flows.

The Problem

In Andhra Pradesh the cycle time of the tendering process was long, often not highly transparent and cumbersome. The traditional system of procurement in the government departments of Andhra Pradesh was based on manual requests, approvals and purchases of good and services. This system suffered from various problems, including inordinate delays (approximately four to six months) in tender processing, heavy paperwork, multilevel scrutiny that consumed a significant amount of time, physical threats to bidders from contractors who wanted to suppress competition, human interface at every stage, and inadequate transparency. This situation prompted the need for wide ranging reforms in public procurement procedures so as to encourage simplification of procedures, greater transparency, better quality of work, and fair competition.

The Solution

In order to solve the above-mentioned problems, in 2003 an Internet-based platform for government procurement was launched and implemented by the Information Technology and Communications Department of the Government of Andhra Pradesh (AP). The transformation of the procurement system using ICT meant that government departments as well suppliers would conduct their procurement related transactions beginning-to-end, from invitation of tenders to the issuing of supply orders, remotely in a new environment facilitated by emerging internet technology. All processes related to public procurement as well as work flows in government departments were automated through the use of ICT. This improved internal efficiency

within government departments, shortened tender cycle times, eliminated subjectivity in the evaluation of tenders, lowered costs thanks to increased competition generated by remote bidding, and reduced corruption.

In the pre e-procurement era, the departments used to take on average from 90 to 135 days for the finalization of high value tenders. The tender cycle time has gradually come down to the average of 42 days over a period of one year and was further reduced to 35 days at the end of the second year. There is greater accountability since the electronic records/documents can be retrieved at any given time and all users' activities are undertaken online.

The new system has also reduced opportunities for corrupt practices: the e-procurement system allows a supplier to view the Notice Inviting Tenders, download bid documents and Bill of quantities, free of cost, 'anywhere' and 'any time' from the Internet. This has empowered the supplier as he is no longer dependent on government workers for issuing a Request for Proposal (RFP), clarifications on the bids, bid submission, information on tender evaluation status, etc. The entire e-procurement process was designed to eliminate the human interface, i.e., the interaction between supplier and government department, during pre bid and post bid processes, has been minimized. The automatic tender evaluation functionality has reduced subjectivity in tender evaluation.

It has also increased access to information, and therefore created greater business opportunities for suppliers. In fact, before the system was put in place, suppliers had to physically scan several newspapers to keep track of tenders called by the various departments. Now, the new E-Procurement system provides all information regarding procurement requests online. It allows the suppliers to access the tender document and submit their bids online by paying transaction fees to the service provider. Due to this innovative project, the suppliers have been able to participate in the procurement process of a larger number of departments at vastly reduced transaction costs.

The news system has also provided equal opportunities to small and medium suppliers. Earlier, small and medium suppliers were harassed and physically prevented from participating in the tendering process. They were either not allowed to purchase the tender document or submit their bids against a tender. However, through the e-procurement exchange, they can easily participate in the government's procurement process remotely by sitting in their offices. It has eliminated the opportunity for contractor/supplier cartels. The tendering process has been made completely anonymous till the bid opening stage. Only after the opening of bids, does anyone come to know the names of the bidders. Due to this lack of information, the suppliers have been prevented from forming a cartel. Now the bids are received from a wider section of small and medium Suppliers.

Furthermore, the e-procurement system has allowed for the standardization of procurement processes across government departments. At the outset, an effort was made to standardize the procurement processes and forms used by the various departments and especially for works tenders. Today, all the departments follow a common tendering process and forms for works tenders. Even these processes are being re-engineered to further improve the efficiency and curtail subjectivity in tender evaluation on the part of the department users. A similar exercise is underway for products as well. The e-procurement project has also reduced the costs of governance. Due to increased efficiency, the time spent on the processes has been reduced by approximately 70%. This has resulted in reduced costs of the government administration and overheads.

The government has set up a corpus fund outside the regular treasury controls with contributions from all the successful vendors using the e-procurement platform. 50% of the accruals are channeled back to the participating departments for buying computers, peripherals, internet connections and the 50% balance is used for consolidating the initiative like conducting trainings for users, seminars and workshops etc. This project has received several awards in the past besides the United Nations Award.

Asia and the Pacific

Singapore



2007 Category 1 Winner

Progress Package, Ministry of Finance, Ministry of Manpower and Central Provident Fund Board, Singapore

Description

Providing more resources and social benefits to the disadvantaged by integrating social security services through a Progress Package.

Summary

The Progress Package and Workfare Bonus Scheme is the first ever consolidated surplus sharing scheme for Singaporeans. The package represents a paradigm shift in policy objectives, structure and delivery to citizens by distributing budget surpluses to all Singaporeans, especially the elderly and underprivileged Singaporeans.

The Problem

In the last 40 years, Singapore has enjoyed prosperity and economic growth. This has enabled its citizens to earn good wages and achieve a high standard of living. However, like for many other nations the pressures of globalization and the challenges of an ageing population have resulted in a widening income gap. In particular, older, less educated and blue collar, low wage earners face the risk of wage deflation and structural unemployment.

The government objective was to continue to foster economic growth in a small and highly open economy, while finding creative ways to promote equity and help low wage and vulnerable Singaporeans progress along with the rest of society. A key strategy was to share budget surpluses with citizens in a way that tilts the balance towards the lower income strata of the society, but without undermining the factors that have contributed to Singapore's competitiveness, particularly work ethics.

Although the government has had some surplus sharing exercises in the past, these were usually made up of separate programmes with different policy objectives, allotment criteria and sign-up procedures. Citizens had to initiate separate transactions, remember different deadlines and provide duplicate sets of information to benefit from the schemes. A number of social security civil services were provided through different government agencies, making it difficult and time consuming for citizens to access and take advantage of social services.

However, qualification for many of these programmes was contingent upon citizens making cash contributions to their individual pension accounts, i.e., the Central Prov-

ident Fund account. Many lower-income Singaporeans were not able to make contributions; thus to benefit from these programmes. Previous programmes were also less targeted in terms of their distribution of funds to Singaporeans. Allotments tended to depend on single-dimensional proxies of wealth, e.g., the rental value of one's place of residence, leading to a rather crude assessment of one's financial situation. Based on this feedback, the government decided that a more refined means-test system would benefit lower income Singaporeans.

The Solution

In view of the problems with the previous programmes, the government set out to fundamentally re-design the surplus sharing initiative in a way that would address and redefine the way monies are to be shared with citizens. The main priorities were to: (i) introduce a new concept of surplus sharing: one that rewards work, promotes equity and ensures that lower-income Singaporeans receive more from this exercise, (ii) transform the administration: simplify the sign-up process and find more efficient means of distributing monies to Singaporeans, (iii) promote social inclusion and equity: provide targeted help to underprivileged Singaporeans so that they would be able to sign-up for their benefits and (iv) promote accountability: provide appeal channels for Singaporeans.

The Progress Package, which is a surplus sharing initiative that benefits all adult Singaporeans, with more for lower-income and older Singaporeans, was established to seamlessly deliver government services as one package despite having different programmes, each with a different agency in charge. It reaches out to Singaporeans, especially those in the lower income groups and the elderly, through a partnership between the government, unions, grassroots organisations, Voluntary Welfare Organisations (VWOs) and other volunteers. It is a demonstration of Singapore's social compact at work and is made up of six different programmes: Growth Dividends; Workfare Bonus Programme; Utilities-Save, Service & Conservancy and Rental Rebates; Special/Retirement and Medisave Accounts; Opportunity Funds to MOE schools and self-help groups; and the 40th Anniversary National Service (NS) Bonus. Through consolidating the different programmes into a single package and providing a common government touch point (website, email address, phone services and letters), Singaporeans could easily access information on their benefits and sign up for their Progress Package.

To reach out to elderly and low-income Singaporeans to help them sign up for their Progress Package and Workfare Bonus, the Ministry of Finance (MOF), the Ministry of Manpower (MOM) and the Central Provident Fund Board (CPF Board) worked closely with the People's Association, nursing homes, welfare homes, and the Singapore Prisons Service. The successful outreach resulted in 9% of all eligible Singaporeans

having signed up by the end of the Progress Package exercise in December 2006. This translated to more than S\$2 billion being disbursed to the intended beneficiaries. In particular, the Workfare Bonus Scheme benefited more than 340,000 low-income Singaporean workers, who improved their per capita income by up to 12.5% in 2006. The Progress Package had also encouraged wealthier Singaporeans to help less well-off members of society through an online donation portal, with a total of more than \$800,000 being donated to various charities. Thus, the Progress Package and Workfare Bonus Scheme represents a paradigm shift in policy objectives, structure and delivery to citizens. The four key achievements are listed below.

- **Policy:** A New Concept for Surplus Sharing: A new three-tiered allotment criteria that accounts for income, wealth and age of a person was designed to better target the distribution of monies so that older and poorer Singaporeans would receive more, as compared to previous surplus sharing programmes. Also, for the first time, a surplus sharing programme that rewards regular and productive work was rolled out.
- **Product:** A Transformation of Administration: The Progress Package consolidated six different programmes into one umbrella package through harmonizing eligibility criteria, sign-up processes and by providing a common government touch point (website, email address and phone line). Almost all eligible beneficiaries were determined automatically based on the administrative records, for greater convenience to beneficiaries. Singaporeans only interacted with one government agency (the Central Provident Fund Board or CPF Board) to benefit from all the programmes. Each citizen received: A single notification letter listing all his benefits under the various programmes; a single sign-up application through one interface; a single sum credited into the bank account of his choice or a check.
- **Service Delivery:** A Socially Inclusive and Equitable Outreach to Vulnerable Groups: The citizen-government transaction was simplified to increase the outreach of the surplus sharing exercise to the populace, especially vulnerable Singaporeans. Eligibility requirements that proved to be barriers to entry in previous surplus sharing exercises were removed, e.g., required cash contributions to individual pension accounts. Outreach programmes were designed for groups who were expected to be less aware of the Progress Package, e.g., the elderly and illiterate.
- **Public Accountability – A Fair and Transparent Appeals Process:** To ensure fairness in treatment and clear public accountability, the government devised and documented detailed appeal guidelines to process public appeals. Service centres across the island were established to handle the appeals promptly and efficiently.

Europe and North America

Austria

2007 Category 1 Winner

Electronic law making processes (eLaw)

Federal Chancellery of Austria



Description

Enhancing the transparency and efficiency of the legislative process by implementing a complete digital law-making system.

Summary

The Federal Chancellery is one of the first public authorities in Europe, which has implemented a complete digital law-making system. The system – called “eLaw” (Electronic law making processes) – allows the electronic involvement of all institutional stakeholders and interested parties during a law-making process.

The Problem

The legislative process in Austria was, as in other countries, relatively slow. In addition, citizens did not have direct access to the various drafts of legal acts as these were paper based. In the past, ministries had no electronic workflow to support their work to create legal texts. The process of introducing changes was very complicated and took a considerable amount of time.

The traditional way of paper-based legislation was expensive so the basic idea was to provide an electronic workflow comprising the draft bill up to the e-Publication in an online version of the Federal Law Gazette. The simplification and speeding up of the legislative processes between the public administration, the parliament and the public were also perceived as key challenges. The goal was to increase the efficiency and transparency of the legislative process while simultaneously reducing its duration and costs.

The Solution

In 2004, the Federal Chancellery implemented a complete digital legislative system, the first of its kind in Europe. The system – called “eLaw” (Electronic law making processes) – allows the electronic involvement of all institutional stakeholders and interested parties during a legislative process. It plays a vital role through the life cycle of a legislative act covering all stages of the process from the very beginning of the first draft to online publication of authenticated law texts (e.g., laws, regulations, treaties).

The main purpose of launching the eLaw initiative was to enhance the Government to Citizen (G2C) services. Nowadays, draft bills, government bills and the Federal Law Gazettes are stored and made accessible to the general public free of charge via the internet. Hence, it is possible also for people not having been directly involved in the legislative process, to get a deep insight into the genesis and future amendments of any law, which improves transparency of the legislative process considerably. The eLaw system has also increased efficiency of the Austrian administration itself because all participants use one and the same system for the Electronic File System and the eLaw System. The electronic internet version of the Federal Law Gazettes receives about 95,000 hits per month. Promulgating laws electronically has also eliminated printing costs (about €400,000 per year).

The project was officially launched in June 2001 following a formal decision of the Council of Ministers to establish the e-law system. The Federal Chancellery was made responsible for its implementation together with private companies. The pilot project started in March 2002 involving six ministries. After training its future users, the functionality and usability of the system were first put to test and, subsequently, activated. The eLaw workflow software includes: web based user interface, handling of processes spanning several organisations, XML-based data transfer, conversion into several data formats (e.g., PDF), and digital signature of the final version (Federal Law Gazette). The creation of electronic texts within the law making process follows the layout guidelines of the Constitutional Service. Based on these guidelines, MS WinWord-based templates were developed, which facilitate the structuring of texts and the layout design for the Federal Ministries.

The first stage of eLaw was finalized in mid-2002. At this stage, it was possible to process a legislative bill fully electronically from its first draft to the (then still) paper-based publication of the Federal Law Gazette. The second stage of eLaw was dedicated to the integration of the electronic signature into the process in order to be able to promulgate laws electronically on the internet and to finally abandon the paper-based promulgation of laws. The system is operational since the beginning of 2004.

The electronic legislative system represents a fundamental cultural change. The legally valid version of a law is no longer paper based; instead it is published on the internet. The electronic signature on the legal texts warrants their authenticity and completeness. All Austrian laws are promulgated via internet and may be accessed free of charge. As of 1st November 2006, there are more than 2,400 issues of the Federal Law Gazettes published on the internet.

The main aims of the project are:

- Continuous electronic support of legislation;
- Error prevention by elimination of duplicates;

- Easy access to stored data;
- Easier administration of different versions of documents;
- Implementation of a uniform layout;
- Support to legislative bodies; and
- Official and authentic publication in electronic form only.

eLaw supports the following types of bills: Federal Law, Regulation by Minister, Regulation by Cabinet, Governmental Announcement and International Treaty. The entire legislative process is planned and realized as a whole in electronic form, allowing for a smooth transmission of data files from one organisation to the next without any media disruption; parallel processing by several organisations at once was also made possible.

The legislative process is split into different workflow sub-processes. The main procedures of the workflow are:

- Preparation of a bill;
- Evaluation procedure;
- Presentation to the Council of Ministers;
- Government bill;
- Process in parliament (independent system);
- Decision of Parliament;
- Authentication of the Act by the Federal President and counter-signature by the Federal Chancellor; and
- Official electronic promulgation on the Austrian Legal Information System (RIS), (www.bka.gv.at).

In a database, called a document pool, all relevant documents are stored and can be easily accessed. The necessary metadata for documentation and searching has to be recorded. In the parliament, an autonomous IT-system is used. Every bill has to be transferred from the Federal Chancellery (BKA) to the parliament and – after parliament's decision – back to BKA. This transfer is facilitated by an open, XML-based interface and a secure connection. Following the parliamentary decision, the bill is further processed in the eLaw system and – in case of successful completion – promulgated on the Austrian Legal Information System. Use of the eLaw system is restricted to civil servants of the federal ministries only. However, the general public has access to the draft bills, the government bills and to the Austrian Legal Information System free of charge.

Latin America and the Caribbean

Chile

2007 Category 1 Winner

ChileCompra

Direccion De Compras y Contratacion Publica
Ministry of Finance, Chile



Description

Making public procurement processes easier, less costly and more transparent.

Summary

ChileCompra is the Public Procurement and Contracting System for the procurement of goods and services in Chile. It is an online one-stop shop with the objective to guarantee high levels of transparency, efficiency and use of technologies in the public procurement market, benefiting entrepreneurs, public agencies and citizens.

The Problem

The public procurement process in Chile was time-consuming, costly and not highly transparent. Following a few corruption scandals of 2002, in 2003 both the governing coalition and the opposition decided to launch a comprehensive reform to modernize the public sector. At the same time, due to low economic growth in the preceding years, the government decided to introduce various measures to revamp the economy, including a more efficient procurement system. In 2003 and 2004, Chile signed free trade agreements with the United States and Europe, which included specific norms on public procurement. In 2004, the government launched the Digital Agenda, a public-private initiative to introduce ICT in government operations and to allow citizens to reap the benefits of a knowledge society; e-Commerce in the public market was one of the initiatives of this new agenda.

The Solution

ChileCompra is the Public Procurement and Contracting System for the procurement of goods and services. It is a business spot managed by the Public Procurement and Contracting Bureau of the Ministry of Finance that puts public buyers in touch with State suppliers. Its objective is to guarantee high levels of transparency, efficiency and use of technologies in the public procurement market, benefiting entrepreneurs, public agencies and citizens in general.

By introducing enhanced technological instruments and management of excellence, ChileCompra has been able to achieve free access to information, universal-ity and non discrimination of users. These principles are guaranteed by Law as

Terms and Conditions of Administrative Agreements for Supply and Service Rendering, most commonly known as the Public Procurement Law, N° 19.886, enacted on August 29, 2003.

To increase efficiency and transparency in the public procurement market, the government introduced different regulatory and management tools, including: an electronic commerce platform *www.chilecompra.cl*, management of competences, training and technical assistance, as well as policies and corporate procurement management.

ChileCompra has produced a number of positive results. First, it has enhanced transparency and efficiency in the public procurement market with free universal access to information, therefore strengthening Chile's democratic system and the image of the country. Second, it has ensured equal opportunities in access to information regarding State procurement and contracting processes, with a positive economic impact on micro, small, medium and large businesses of the country. Third, it has increased savings for the State while increasing efficiency, productivity and swiftness in processes involved in procurements by the public agencies.

Finally, the digitalization of the procurement processes has resulted in an increase of electronic commerce, economic growth and competitiveness improvement. Each ten seconds there is a new business opportunity for enterprises. The public procurement market makes up for 3% of the GDP. In 2006, US\$3.5 million were traded in *www.chilecompra.cl*. During this period, monthly average of purchase orders issuance exceeded US\$100,000. More than 230,000 suppliers and almost 900 Public Agencies are registered in the ChileCompra System. Approximately 88% of bids awarded to suppliers in ChileCompra are micro and small enterprises.

Western Asia

Azerbaijan**2007 Category 1 Winner***Extractive Industries Transparency Initiative*

The State Oil Fund of Azerbaijan

**Description**

Making the extractive industries more transparent and efficient by bringing all stakeholders together in evaluating their revenues and expenditures.

Summary

The government of Azerbaijan has endorsed and implemented the Extractive Industries Transparency Initiative, an international effort modeled on the the Lancaster House Conference in London in 2003, which has resulted in high standards of transparency and accountability in oil and gas revenues.

The Problem

In September 2002, the former UK Prime Minister Tony Blair launched the Extractive Industries Transparency Initiative (EITI) at the World Summit for Sustainable Development in Johannesburg. The First EITI Lancaster House Conference held on 17 June 2003 in London set out the EITI Principles, which acknowledged that the natural resources wealth of a country should benefit all its citizens. The delegation headed by the President of the Republic of Azerbaijan, Mr. Ilham Aliyev, declared at the EITI Lancaster House Conference that the Government of Azerbaijan would join EITI and support the international efforts for higher transparency in the extractive industries. Moreover, Azerbaijan volunteered to become a pilot country.

A number of governments, the extractive industry companies and non-governmental organisations adopted a Declaration on the principles of EITI: “Publish What You Pay” for the foreign and national companies of extractive industries and “Publish What You Receive” for host governments of extractive industries. The EITI supports improved governance in resource-rich countries through the full publication and verification of company payments and government revenues from oil, gas and mining industries. Many countries are rich in oil, gas, and minerals and studies have shown that when governance is good, these can generate large revenues to foster economic growth and reduce poverty. However, when governance is weak, they may instead cause poverty, corruption, and conflict – the so called “resource curse”. The EITI aims to defeat this “curse” by improving transparency and accountability.

Since the Oil Fund of Azerbaijan is expected to take more than 150 billion dollars in revenue over the next 15 years, a significant portion of government revenue, ensuring financial transparency in the oil industry was regarded as crucial to promoting investor confidence in the country as a whole.

The Solution

Following the declaration made by President Ilham Aliyev at the EITI Lancaster House Conference that the Government of Azerbaijan would join EITI and support the international efforts for higher transparency in the extractive industries as well as volunteering Azerbaijan as a pilot country, the President himself promoted the establishment of an interagency committee on EITI to implement obligations taken at the EITI Conference. Cabinet Ministers of Azerbaijan established the National Committee on EITI on 13 November 2003. The Committee was chaired by the Executive Director of the State Oil Fund (SOFAZ). The Executive Director of the SOFAZ is also overseeing the work of the EITI Secretariat of Azerbaijan, which is hosted by the Oil Fund. The SOFAZ is responsible for the day-to-day running of EITI in Azerbaijan, and the appropriate coordination with the foreign extractive industry companies. The EITI Secretariat is closely cooperating with the foreign and local extractive industry (oil and gas) companies and NGOs to implement EITI in Azerbaijan. The main task of the SOFAZ included: building understanding with EITI process stakeholders (the National Committee on EITI, extractive industry companies and civil society), increasing awareness of government institutions involved in EITI process and developing credible implementation mechanisms. It took almost one year to come to a mutual agreement and as the result of productive cooperation a Memorandum of Understanding (MOU) was signed on 24 November 2004 between all stakeholders.

21 foreign and local extractive (oil and gas) industry companies, including State Oil Company of the Republic of Azerbaijan, Exxon, Statoil, Total, Lukoil, Chevron, Shell, Devon Energy have signed the MOU. Currently the number of companies increased to 24.

The reports are being submitted twice a year: annual on 15 March and semi-annual on 15 August. A new audit firm is selected for each reporting cycle. Deloitte was announced on 20 December 2004 as winner of the tender for the first reporting cycle covering 2003 (annual) and 2004 (6 months). Since the Government of Azerbaijan joined the EITI, Azerbaijan has disclosed Four Transparency Initiative Reports (2003, 2004, first 6-months assertion of 2005 and annual 2005). The First report was disclosed on 15 March 2005. It was the first published report of this kind in the world. The full report and the press-release have been uploaded to the SOFAZ website: www.oilfund.az and the EITI Secretariat of the UK DFID website: www.eitransparency.org as well as the NGOs Coalition website: www.eiti-az.org

The second EITI London Conference in March 2005 established an International Advisory Group (IAG) to provide further guidance to the International EITI Secretariat on defining and refining proposals regarding the future of EITI itself. Being a pioneer of the EITI implementation process and having tremendous experience in the EITI implementation, the Executive Director of the SOFAZ was nominated as IAG member to represent Azerbaijan.

The IAG prepared a report on the future of EITI, which was presented at the third International EITI conference in Oslo, 16-17 October 2006. One of the main outcomes of the Oslo conference was the establishment of the multi-stakeholder Board to manage EITI at the international level and to oversee the future operation of EITI. Azerbaijan's membership in the EITI Board proves the country's leading role in implementing EITI. The Executive Director of the State Oil Fund is representing the government of Azerbaijan in the EITI board.

By implementing EITI, the government of Azerbaijan has achieved full accountability and transparency in oil and gas revenues. Azerbaijan has also improved its investment climate providing a clear signal to investors and international financial institutions that the government is committed to greater transparency. EITI also assists in strengthening accountability and good governance, as well as promotes greater economic and political stability. This, in turn, contributes to the prevention of conflict based on oil, mining and gas sectors.

Political instability caused by opaque governance is a clear threat to investments. In extractive industries, where investments are capital intensive and dependent on long-term stability to generate returns, reducing such instability is beneficial. Transparency of payments made to the state oil fund also helps to demonstrate the contribution that their investment makes to a country.

Endorsing and implementing EITI is an important step for the Government of Azerbaijan and companies wishing to show their commitment to encouraging high standards of transparency and accountability in public life, government operations and in business within the legal framework of the country.



2007 Category 2

Improving the Delivery of Public Services

Region	Country	Winner	Description	Pg
Africa	Morocco	<i>eFez project, Arrondissement Agdal, Fez, Morocco</i>	Ensuring access of all citizens to civil records services through the creation of an online portal	152
Africa	South Africa	<i>eThekweni Municipality Water and Sanitation Debt Relief</i>	Reducing the consumption of water and encouraging citizens to pay for water use	154
Asia and the Pacific	Republic of Korea	<i>Korea Immigration Smart Service (KISS), Justice Ministry</i>	Making immigration processes easier, faster and secured through an integrated system	157
Western Asia	Lebanon	<i>Taxpayer Service, Ministry of Finance</i>	Making it easy and fast to file taxes through an online filing system	160
Western Asia	United Arab Emirates	<i>Dubai Government Excellence Programme</i>	Promoting high performance in government by rewarding and motivating public officials	162

* 2007 finalists initiatives details are not covered in this publication



Morocco



South Africa



Rep. of Korea



Singapore*



Lebanon



UAE

Africa

South Africa

2007 Category 2 Winner

eThekweni Water and Sanitation Debt Relief

eThekweni Municipality, South Africa



Description

Reducing the consumption of water and encouraging citizens to pay for the water used by involving all stakeholders through participatory water management.

Summary

This project has provided successful solutions to reducing the public debt and managing water consumption in the eThekweni Municipality in South Africa by involving all stakeholders in identifying leaks and maintaining consumption under the free water limit.

The Problem

Local governments in South Africa, metropolitan municipalities in particular, are faced with spiraling water debt due to the non-payment or irregular payments by customers in low-income areas. As the majority of all local government income is generated locally, steady cutbacks from national and provincial government to local government have resulted in reduced transfers coupled with expanded responsibilities. This has made cost-recovery and cost cutting measures inevitable. These challenges contributed to local government's inability to address basic service backlogs in municipalities, which owed huge sums of money. By July 2004, the eThekweni Municipality had to address the R20 million in outstanding water payments in 20 of the worst paying wards in the municipal area. Moreover, many citizens living in the eThekweni Municipality had very little hope of ever repaying their debt and returning to a stable financial position. Thousands of customers, who were 'blacklisted' by credit bureaus, could not open accounts, and feared having their homes sold to recover debt; they also experienced other forms of financial restrictions. Due to the devastation brought on by HIV/AIDS, many households were headed by pensioners and/or children. This further heightened economic and social pressure within these households. Arbitrarily cutting off their water supply would have worsened their economic position and have devastating consequences for the well being of these families.

The Solution

To address these challenges, the eThekweni Municipality, with support from the Department of Water Affairs and Forestry, conceptualized and developed a debt relief

strategy that provided a window period, within which customers could become debt free by making regular monthly payments. Through this programme, local officials launched a campaign to explain debt-related problems to the citizenry, and to provide solutions to reducing water consumption, identifying leaks and maintaining consumption under the free water limit. A priority of the programme was to identify the thousands of e'Thekwini customers who had accumulated large arrears due to leaks, mismanagement and lack of resources. Once they were identified, they were educated on how to best manage their limited resources. Where possible, the municipality provided additional support in training. The purpose of the programme was therefore to assist the indigent, so that they could experience a better quality of life and so that the municipality could generate the much needed additional income.

People covered by the programme had to live in homes that did not exceed R100,000 in cost; their debts had to be at least 90 days overdue. Agreements were drawn up with the targeted group whereby debt would be written-off over 50 months as long as the monthly payments thereafter were up to date. But if they defaulted for more than four months, then the debt relief contract would be cancelled and the debt would be reinstated.

An extensive advertising campaign to promote the debt relief programme was implemented using radio, local newspapers, councillors, leaflets and customer service agents. While a training and awareness campaign used a leaflet to explain the programme in 'a user friendly way', social workers were trained and were managed by Khanyisa Projects to educate customers in their homes regarding their debt and the options available to them. Here social workers used the leaflet, the billing history and the meter readings to assess the reason for the debt accumulation, and explained how the customer could take advantage of the debt relief programme. A social worker was also appointed to assist indigent, child-headed and pensioner-headed households.

Currently, 28,000 customers are involved in the project, and it has enabled the municipality to receive R15.6 million from customers who had not paid their water accounts previously. Due to these customers contributing towards their current accounts, the municipality was able to write-off R12.9 million in debt. Of the 28,000 customers, 70% pay their accounts regularly. The water consumption of the customers in the programme has also been reduced from an average of 0.63kl per day to 0.55kl, a saving of 52 800kl a month. This translates into a financial saving of R270,000 per month, which can now be used to assist the indigent, who are unable to pay for water.

Africa

Morocco

2007 Category 2 Winner

eFez projec,

Arrondissement Agdal

Fez, Morocco



Description

Ensuring access of all citizens to civil records services through the creation of an online portal.

Summary

In partnership with the research team of the ICT-for-Development Laboratory (ICT4D Lab) at Al Akhawayn University in Ifrane, the Municipality of Agdal in Fez, Morocco, has built a local e-government system to provide electronically a range of services to the public, transforming municipal services into a modern citizen-centric system accessible and usable by all, regardless of citizens' degree of literacy and/or familiarity with ICT use.

The Problem

In Morocco most government services, such as getting a passport or acquiring the papers required for voter registration can only be accessed through government offices in the capital, Rabat, or in big cities like Casablanca. By African standards, the country has high rates of telephone and Internet use and relatively high incomes, and the government is already using ICTs to improve program coordination, tax administration, and auditing, public investment planning and monitoring, and spending management. According to the World Bank, ICT use has cut in half the time the government needs to prepare the national budget. During the last few years, Morocco started to realize the potential of e-government. However, regardless of its national strategies, e-government implementation, especially at the local level remained very low, with no evidence of concrete positive impact on ordinary citizens. Accessing information and administrative services in the city of Fez was not easy, especially for disadvantaged groups.

The Solution

In response to this challenge, a team composed of researchers from the ICT-for-Development Laboratory (ICT4D Lab) at Al Akhawayn University in Ifrane, Morocco and public officials from the municipality of Fez, worked together to design, implement, and deploy a replicable local e-government system transforming Fez's archaic

municipal service delivery into a modern online system. In July 2006, the team successfully completed a pilot e-government project (eFez) funded by the IDRC and implemented in the local government of the city of Fez.

By making simplified processes accessible through GSM phones (widely used in Morocco), Personal Digital Assistants (PDAs) and personal computers, the project reduced or eliminated bureaucratic delays. It gives all citizens equal access to services, makes administrative procedures more transparent and visible, and uses government human resources more efficiently. Besides allowing users to access services and request documents (such as residency certificates, birth certificates, and marital status certificates), the new system also offers general information about Fez (tourism, economy, history, architecture, weather, etc.).

To ensure that all citizens can access the portal, the Fez Wilaya (local administration) installed free public digital kiosks. To determine which e-government services should be prioritised, the Alakhawayn University project team conducted surveys and interviews among local citizens. By partnering with Laval University to develop software for the portal, the Alakhawayn University team was able to benefit from Canadian e-government expertise. Alakhawayn University provided technical training to the Fez Wilaya employees to ensure they maintain the system beyond the two-year span of the project.

The initiative allows local authorities to make full use of ICT, giving citizens fast, easy access to a wide range of government services through a fair and transparent process. This project will serve as a road map for rolling-out local e-government projects across Morocco. The project will also address important research questions about the social impact and political implications of e-government. These questions include: Is e-government viable and beneficial in a country with a high rate of illiteracy? Which segments of Moroccan society are most likely to use e-government services? Which are least likely to use them, and why? What political, social and economic strategies can give the greatest number of people access to e-government? How can ICTs have an impact on strategies for designing and delivering government services?

Designing, implementing, and deploying the project in a citizen-centric, participatory, and interactive manner, enabled the research team to build a local e-government system that matters to the local community, responds to the locally perceived needs, facilitates citizen-friendly service delivery, and thereby fosters local good governance. The success of eFez has facilitated a growing interest in implementing ICT projects among political decision makers, civil servants and ordinary citizens. The general public is becoming more and more aware of the urgent need to promote ICT diffusion within Morocco's governance structures, especially at the local

level. For instance, citizens in Fez are voicing their needs to benefit from a similar electronically enabled service delivery in the remaining 33 Vital Records Office (*Bureau d'Etat Civil* – BEC). BEC employees and officers are requesting e-Fez be extended to other offices. There is a growing interest in ICT projects among Morocco's decision makers at the city levels. An increasing number of decision makers in several cities of the Kingdom have approached the research team to replicate the system adopted in Fez in order to make their Vital Records Office electronically accessible by all. The success of eFez is sending a positive message across the country, i.e., that building an e-government system in any Moroccan city is easy and beneficial to all.

The eFez project was acknowledged at the national level and awarded with the prestigious prize “eMtiiaz 2006” as best e-government project in Morocco. It also received the Technology in Government in Africa (TIFA) Awards in May 2007.

Asia and the Pacific

Republic of Korea

2007 Category 2 Winner

Korea Immigration Smart Service (KISS)

Ministry of Justice, Republic of Korea



Description

Making immigration processes easier, faster and more secure through a new automated and integrated immigration system.

Summary

The Korea Immigration Smart Service (KISS) is an innovative new immigration clearance service, which has successfully transformed the immigration work system, its processes, as well as the overall service quality.

The Problem

The outstanding economic growth of Korea has brought about a great increase in the number of passengers who enter and depart from Korea. Today, this number reaches around 100,000 visitors per day. This being the case, passengers inevitably spent much time going through the passport and visa inspection process. Immigration offices were not organized in a way that allowed for easy communication between the Entry and Exit Immigration Divisions, which caused frustration among immigration officials and delays for passengers. Customers spent a large amount of time lining up for immigration clearance at the airports. The complicated process and unfriendly attitude of immigration officers became the chief customer complaint. These were the main barriers that kept the Korean immigration clearance service from reaching high customer satisfaction. As this was the case, an innovative management system was required to effectively cope with the increase of passengers and to deliver a good quality immigration clearance service.

The Solution

To solve this issue, the Ministry of Justice (MOJ) decided to develop an innovative immigration clearance service to satisfy customers and promote a more positive image of the country. The initiative was called the “Korea Immigration Smart Service (KISS)”. As a result, innovations were introduced in the organisation, work system, process and service quality of the immigration system.

The Ministry of Justice’s Korean Immigration Department is responsible for visa issuance, border management and residence services. The ministry’s service brand KISS, represented by the friendly image of a Korean traditional mask, was created

following a public hearing and review on 11 September 2006. As with the kiss loved ones give when greeting or bidding farewell, KISS strives to ease travel by providing fast and comfortable immigration clearance through “3S service”: Smart, Speed and Smile. For Smart Service, the Office of Immigration unified two separate Exit and Entry Control Divisions into one flexible organisation, composed of small and mobile teams. The office also assigned more immigration officers to comparatively crowded passport control sectors during rush hours, and upgraded electronic programs to forecast the number of passengers at the passport control points. Through the Speed Service, Immigration shortened average screening time per passenger by utilizing an automatically processed passenger information system. Also, cargo plane crews can obtain immigration clearance at the cargo terminal using a remote self-check system.

For the Smile Service, the office conducts customer service training for all immigration officers on a regular basis. KISS has produced remarkable results. Korea’s immigration clearance service has won the Best Airport Service Quality (ASQ) Award for passport and visa inspection five times. The Geneva and Montreal-based International Air Transport Association (IATA) chooses ASQ award recipients based on inspections and customer surveys. KISS has also had a significant impact on public finance. For example, abolishing the need for personally completed Departure and Arrival cards for Korean citizens and legal residents saved \$1,250,000 a year from the governmental budget. Furthermore, Immigration estimated that faster clearance times have saved customers over \$22 million by providing more time to conduct business while in Korea. Improved immigration played a crucial role in Incheon International Airport’s winning the Best Airport Worldwide in 2006. The award is part of a global airport monitoring survey conducted by the IATA and ACI (Airport Council International).

A number of steps were undertaken to innovate the immigration system. Firstly, MOJ reorganized its body and reconstructed its work system. The immigration office at Incheon International Airport used to be separated into two divisions: Entry Division and Exit Division. Immigration officers had difficulties in changing their work place and supporting each other under this system. To improve this inefficient work system, MOJ combined the two divisions into one unified organisation composed of 24 mobile teams. This enhanced flexibility in management of immigration officers, allowing deployment of more immigration officers during rush hours. The flexible management of human resources decreased passenger’s waiting time by 60% for passport and visa inspection at the airport.

Secondly, MOJ developed a scientific immigration clearance service. MOJ introduced the Machine Readable Passport System (MRPS) that is capable of not only reading and recording personal information on a passport automatically, but also

detecting people prohibited from entering the country. MOJ also adopted the Advance Passenger Information System (APIS). APIS is a system that checks passenger's security background even before their flight's arrival. This is a very useful pre-security check system to prevent terrorists and criminals from entering Korea. Furthermore, MOJ invented the world's first Remote Crew Self-check System (RCSS) and Automatic Crew Perception System (ACPS). Through RCSS, cargo plane crew can receive immigration clearance service at the cargo terminal without the presence of an immigration officer. ACPS enables passenger plane crews possessing a crew registration card to be automatically cleared.

Thirdly, MOJ abolished the use of the departure and arrival card. In the past, every passenger had to submit a card to the immigration officer at the airport. Most passengers found this process annoying as it was one of the main reasons for the delay of the immigration process. As this was the case, MOJ abolished the card to decrease the number of paper documents and to make immigration processes easier for customers. In addition, MOJ introduced Group Tourist Computing System (GTCS) to increase convenience for tourists traveling in groups.

Korean immigration officers have been joining a service training program to provide a more customer-friendly service. The course was developed by specialists, who visited immigration offices and analyzed the attitude of immigration officers in their actual working environment.

Western Asia

Lebanon

2007 Category 2 Winner

Taxpayer Service

Ministry of Finance, Lebanon



Description

Making it easy and fast to file taxes through an online filing system.

Summary

In Lebanon, the Ministry of Finance has improved services delivered to taxpayers, their quality and timeliness making it comparable to international standards.

The Problem

In Lebanon the tax filing system was complicated and information was difficult to access resulting in low tax payment compliance. The Lebanese internal conflicts had adverse effects on Lebanon's economy, plagued by a deteriorating public administration, with aging employees who had limited knowledge of new technologies and techniques adopted in more advanced economies. This resulted in considerable delays and inefficiencies in the delivery of services to a constantly developing private sector.

The Solution

To overcome the above mentioned challenges, the Ministry of Finance launched a programme to:

- Revamp the tax administration through the reengineering and modernization of existing systems and processes;
- Promote the simplification of tax returns;
- Develop tax guides and other communication material to inform taxpayers of their rights and obligations;
- Promote the recruitment and training, as well as rotation of qualified young graduates;
- Introduce new equipment to improve the delivery of services;
- Minimize contact with taxpayers through the use of regular and electronic mail for tax enquiries and return filing, and most importantly; and
- Develop a business continuity plan to ensure sustainability of operations in risk situations, an urgent need given the local and regional context.

The taxpayer services function of the Lebanese Revenue Administration has improved considerably over the last few years. It moved from manual management of taxpayer files and records, to a nearly completely automated system with dedicated offices, redesigned procedures, and freshly recruited and trained staff. The streamlined processes allowed for the decrease in interaction with taxpayers and for increased efficiency. The use of regular and electronic mail and website lead to greater effectiveness of operations to all stakeholders. The internal and external communication was enhanced by the availability and dissemination of information. Finally, the quality of service was improved through continuous education and training of staff.

The tremendous progress achieved in the delivery of services to taxpayers in Lebanon can be considered a true achievement realized despite the local and regional challenges. The changes implemented through the new taxpayer services resulted in an overall customer satisfaction and:

- A higher voluntary compliance rate;
- Reduced number of disputes;
- Increased revenues to the Treasury;
- Updated taxpayer database;
- Enablement of e-taxation;
- Automated track record for taxpayers enquiries for future follow-up;
- Automated process of tracking transactions in process;
- Reliance on postage for distribution and receipt of returns/correspondence;
- Fair gender distribution;
- Continuous dissemination of information on new developments through media channels;
- Determination of response times for various transactions, and;
- Website development with options for e-filing, e-tracking of taxpayer accounts, and online receipt of/reply to enquiries.

Moreover, dedicated tax offices are now available in Beirut and throughout the country. All these changes led to the provision of timely and lower-cost services to taxpayers.

Western Asia

United Arab Emirates

2007 Category 2 Winner

Dubai Government Excellence Programme

Dubai Government Excellence Department

United Arab Emirates.



Description

Promoting high performance in government by rewarding and motivating public officials through the establishment of a Government Excellence Programme.

Summary

The Dubai Government Excellence Department has implemented a number of initiatives that have influenced positively the performance of government departments. It has enforced a customer oriented mentality providing better, more reliable, efficient and effective public services.

The Problem

Dubai's public administration was struggling to cope with a fast changing environment. A high percentage of foreigners employed in the public service had brought with them diverse backgrounds, skills and attitudes. Ownership was weak and organisational loyalty was tied to income and job stability. The concept of innovation was alien and staff behaved in slow and reactive mode, responding to demand for service as time and cumbersome rules and procedures permitted. The administration was too slow to respond to inquiries; traditional ways of doing things limited freedom of action by senior staffers, opaque decision making system and organisational culture of "rule" rather than "service" further underpinned slow responsiveness.

The Solution

The Dubai Government Excellence Programme (DGEP) was launched following a directive by His Highness Sheikh Mohammed Bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE, and Ruler of Dubai, to improve public sector performance. The DGEP seeks to achieve this objective through a range of strategies, including: human resource training, use of the latest means of communication and information technology, exchange of expertise within government departments, and adoption of best global practices.

Since its inception, DGEP is playing a major role in fostering a culture of excellence among all the governmental entities in Dubai and acts as a role model program in the Arab region, causing a dramatic and tangible change in the government culture. It

does so by conducting training sessions and seminars on the topic of excellence in the public sector. DGEP manages several periodic evaluations by independent assessors trained by the programme. DGEP took the lead to be the first programme in the Middle East to start conducting periodic customer and employee satisfaction surveys for all governmental agencies in Dubai, moreover conducting periodic “mystery shopping programs” in the government.

A change of paradigm took place; the administration perceived its new role as servant of the public rather than the absolute ruler. Rule making had to be inspired by the needs of the clients of public services. Facilitation, transparency, easy access to public services and customer satisfaction became the constituents of a new administrative creed. Leading administrators were given ample authority to propose and make changes. The “stakeholders” concept took root in the decision-making process: consultation with internal and external stakeholders led to a participatory approach in public administration. Though success of the application of the new philosophy varied, the majority joined in, and others soon followed, attempting to catch up with the front runners.

DGEP is also acting as an incubator for several other distinguished programs aimed at further promoting efficiency and transparency in Dubai’s public offices. Those programs include: Dubai Government Customer Complaints System, Dubai Knowledge Exchange Teams, Dubai Institute for Human Resources, Dubai Development, Dubai Government Performance Management Program (KPI’s), Dubai Program for Building, Dubai Government HR Excellence, Dubai Government Excellence Service Program and Integrity (to be launched soon), among others.

All the above projects have influenced different aspects of governmental performance, resulting in the establishment of various performance excellence programmes and systems devoted to customer relationship management. These programmes include: customer identification system, customer need assessment system, customer complaints management system, customer satisfaction system, customer communication system, e-government services. 72% of these governmental services are electronically based, which make public services better, more reliable, more efficient and effective.



2007 Category 3

Fostering Participation in Policy-making Decisions through Innovative Mechanisms

Region	Country	Winner	Description	Pg
Europe and North Am.	Canada	<i>Tli Cho Community Services Agency</i>	Increasing the well-being of indigenous communities through participatory management	165
Europe and North Am.	Switzerland	<i>e-Government Project (e-voting) Statistical Office Canton Zurich</i>	Making it easier and faster to cast votes in elections	168

** 2007 finalists initiatives details are not covered in this publication*



Canada



Italy*



Switzerland

Europe and North America

Canada

2007 Category 3 Winner

Tli Cho Community Services

Tli Cho Community Services Agency, Canada



Description

Increasing the well-being of indigenous communities by involving all stakeholders in the decision-making processes and management of health, education and other related social issues.

Summary

The Tli Cho Model of Integrated Service represents a new and unique institutional mechanism – the only one of its kind in the Northwest Territories, based upon: an integrated service delivery approach; a wellness model; refining the services to make them more culturally relevant; and a community development approach based upon identifying individual and community strengths and building upon them.

The Problem

For centuries, the Tli Cho had lived a very independent, nomadic lifestyle on their land, in what is now part of Canada’s Northwest Territories (NWT). But in the later 1950s, with the crash of the fur market, the Tli Cho people could no longer sustain themselves by living their traditional lifestyle. They moved into settlements run, for the most part, by the federal government, the church and the Hudson Bay Company. Like many other aboriginal groups that had a similar experience, the Tli Cho found it difficult to adapt to this new way of life. They entered a period of their history that they often refer to as “The Time of Darkness” – a period when there was a sense of helplessness from the loss of independence that they had had for so many centuries.

The changing lifestyle, the overcrowded housing, the increased exposure to alcohol and the lack of meaningful employment, led to various illnesses and social problems, especially in regard to family life. This was also the time when a whole generation of children were taken from their families and shipped off to schools far from their homes. In many cases, their culture was ridiculed, they were forbidden to speak their language, and they were sometimes physically abused.

The Solution

In 1971, Chief Jimmy Bruneau seeing what was happening to the children, requested that the Government of the Northwest Territories allow the Dogrib to set up their own school board in Rae-Edzo. The government agreed. Responsibility for education was

transferred to the Dogrib and the Rae-Edzo School Society was established. In the following years, the other Dogrib Communities witnessed the success of the school society in Rae Edzo and they petitioned the government to allow them to take control of their local schools. The government agreed and, in 1989, the Dogrib Divisional Board of Education was established. It created a new service delivery model that combined education, health, family and children's services within one organisational structure under one community elected board of directors. It is the only example of an agency providing this broad range of services in the Northwest Territories and, to the agency's knowledge, in Canada. It is ideally suited to rural and remote areas of Canada and perhaps to similar areas in other countries as well.

In the early 1990s the Dogrib leadership became increasingly concerned about the quality of health and social services provided in their communities. The service did not meet the needs of the residents and they were not culturally responsive. Communities had to deal with increasing health and social problems. In 1996, with the Dogrib treaty 11 Chiefs requested that the government allow them to take over control of these services and integrate them into the existing school system structure. Once again, the government agreed. In 1997, the Government of North Western Territories (GNWT) and the Dogrib 11 Councils established a partnership and created the Dogrib Community Services Board (DCSB). The Dogrib Divisional School Board was expanded to include responsibility for the delivery of health and social services. Board members were elected representatives of the four Dogrib communities. This was the beginning of a new and unique institutional mechanism – the only one of its kind in the Northwest Territories. In the following years, the Board and staff began developing what has become known as the Tlicho Model of Integrated Service. It is based upon: an integrated service delivery approach; a wellness model; refining the services to make them more culturally relevant; and a community development approach based upon identifying individual and community strengths and building upon them. In 1999, the representatives of the Dogrib communities held a series of meetings and created the vision and mission statement for the DCSB. The organisation now had a clear direction into the future. In 2005, the Dogrib succeeded in negotiating their land claim and gain the right to set up their own aboriginal self-government under the Tlicho Agreement. The Dogrib Community Services Board became the Tlicho Community Services Agency (TCSA). Within the past year the TCSA continues to refine and expand services and develop the Tlicho Model of Integrated services. It also continues to build capacity and develop its own people. At present more than two thirds of the agency's 200 staff are Tlicho citizens.

The Tlicho Community Services has shown that innovative approaches to governance and successful delivery of education, health, and social services, with a strong emphasis on tradition and culture can greatly benefit all citizens. The success of the

TCSA in delivering culturally-relevant services stands as a model for the delivery of services elsewhere. The TCSA's dedication and innovation in making a difference in improving the health and well being of all residents in the Tlicho community, and their emphasis on educational achievement, has contributed to both increased high school graduation rates and postsecondary enrolment.

In August 2006, the Tlicho Community Services was awarded the Silver Award for Innovative Management by the Institute of Public Administration of Canada (IPAC) for their managerial initiatives.

Europe and North America

Switzerland

2007 Category 3 Winner

e-Government Project (e-voting)

Statistical Office Canton Zurich

Ministry of Justice and Interior, Switzerland



Description

Making it easier and faster to cast votes in elections.

Summary

The Zurich e-voting system is a unique solution characterized by its modular and service-oriented architecture, which allows the integration of all types of media for e-voting, including Internet, mobile phone, TV, Palm or any other digital technology. It promotes the implementation of e-voting because its architecture can easily be integrated in existing software solutions, without compromising its high security standard. Both national and local authorities have embraced the system because it can be used both in a centralized and in a decentralized manner. The broad range of technologies promotes citizen involvement in public decision making processes, while the full integration of the digital system with the traditional ballot box system prevents the possibility of a digital Divide among the population.

The Problem

Not all citizens were able to easily cast their vote either because of their age or social situation. In June 2001, the Swiss Parliament created the legal basis for e-voting pilot testing. This legal basis authorizes the Swiss Government, in conjunction with interested cantons, to conduct e-voting tests. All e-voting systems had to guarantee: (1) voting rights; (2) voting secrecy; (3) capturing of all votes; and (4) avoidance of any abuse of the system. At the same time, the parliament required that the tests be monitored scientifically. Special contracts to conduct e-voting tests were signed between the Federal Chancellery and three cantons, one of them being Zurich. The cantons were required to take into account the following four considerations: (1) electronically cast votes cannot be intercepted, changed or rerouted; (2) no third party can obtain knowledge of the cast vote; (3) only registered citizens can vote; and (4) every registered person can vote only once.

After signing the contract for e-voting tests, many of the 171 Zurich communities expressed their strong desire to participate in the test phase. However, the restriction by the Swiss Government to allow only 10% of the electorate to participate in e-voting created quite some disappointment among many communities. Nevertheless, the enthusiasm of the three selected communities was extremely high.

The e-voting system had to be tailored to the Swiss decentralized voting structure, allowing each of the 171 communities of the Canton Zurich to manage their own voting register in a decentralized manner. Moreover, it had to take into account all other relevant features of the Swiss elections and referenda rules. For majority elections, the system not only had to accommodate a predefined list of candidates, it even had to allow for the situation where all citizens are eligible to be elected. Also, the system had to allow individual definitions of the opening times of the electronic ballot boxes. Each community individually had to encode votes. The election officers had to receive the decoding keys with all the passwords to decode the votes on voting day. To prevent citizens from casting their vote multiple times, several safety features had to be installed, and to be activated by the communities.

The Solution

The Canton Zurich has the largest population of all 26 Swiss cantons, approximately 1.2 million. The Statistical Office of the Canton Zurich (www.statistik.zh.ch) is part of the Ministry of Justice and Interior. It is the authority responsible for planning and conducting federal and local elections and referenda. As part of this responsibility, the Statistical Office must provide the technological means for citizens and local authorities to conduct and participate in elections and referenda.

Five years ago, the Statistical Office introduced a fully computerized election and referendum system that connected all 171 communities, which enabled it to monitor the progress and assist the communities on voting days. Two years later, the Statistical Office started the e-voting pilot-project, which was successfully completed in spring of 2006. Of the 45 employees of the Statistical Office, about 20 are involved in elections and referenda, including planning and technological support for communities, forecasting during elections and referenda, analysis of the results immediately after closure of the ballot boxes, and training of community officers for all issues regarding elections and referenda.

The Statistical Office has a leading role in the design and implementation of various e-government projects. This refers to the introduction of election and referendum software systems, the Zurich e-voting system, but also database technologies to merge different citizen registers, which are scattered over various government agencies and local communities. Another important ICT-based assignment is to report the results of data analysis, including predictions and results of elections and referenda, in geographical information systems on the Internet. For its newest GIS solution, the Statistical Office recently received the Prix Carto, issued by the Swiss Cartographical Association for the most innovative solution in 2006.

The Zurich e-voting system is ideal since it covers the full range of voting concepts, including national votes on referenda, votes on citizen initiatives with coun-

ter referendum and contingency plan, as well as majority elections and proportional elections with predefined party lists. For majority elections, the system not only accommodates a predefined list of candidates, it even allows for elections where all citizens are eligible to be elected, since the full electorate is stored in the system. Moreover, the system allows individual definition of the opening times of the electronic ballot boxes. Even the coding of the votes can be done by each community individually. The voting officers receive the decoding keys with all the passwords to decode the votes on voting day. To prevent citizens from casting their vote multiple times, several safety features have been installed, which are activated centrally or by the local authorities.

The development of the Zurich e-voting system has cost a total amount of 2.5 million Swiss Francs and has annual reoccurring operational costs of 0.5 million Swiss Francs, which amounts to approximately 4 Swiss Francs per e-vote. The e-voting system for Internet voting and elections can be found at: *evoting.zh.ch*. A fully working emulation of the Zurich e-voting system for Internet and mobile phone elections and referenda can be tested at: *evotingdemo.zh.ch*

The Zurich e-voting system has been successfully tested and applied for federal, local and organisational elections and referenda. It was first tested by the Zurich University board election in 2005, followed by a national referendum. The testing phase was concluded with a proportional election in April, 2006. Since then, e-voting Zurich is in use in three communities in the Canton Zurich; however, all 171 communities could be linked up instantly, as soon as the Swiss Government lifts the 10% electorate restriction for e-voting. Moreover, its service-oriented structure can accommodate any other Swiss canton, or any public and private organisation in the world wishing to employ e-voting. This world-wide unique solution to e-voting, which was developed in conjunction with Unisys, was awarded the prize for best software in 2005 by the Swiss ICT society. Its compelling features include flexible compliance with complex voting concepts, service-oriented modular structure allowing for flexible extensions, and remarkably high security standard.

The broad range of integrated technologies promoted citizen involvement in public decision making processes, while the full integration of the digital system with the traditional ballot box system prevented the possibility of a digital divide among citizens. Clearly, some initial increase of participation in elections and referenda is due to the novelty of the system. However, it is expected that e-voting Zurich will contribute to a higher citizen involvement in public decision making issues.

The Zurich e-voting system was awarded the Swiss ICT prize for best software in 2005.

2006

United Nations Public Service Awards Winners

Category 1

pg 172



Rwanda



Singapore



Netherlands

Category 2

pg 179



Zambia



India



Canada



Brazil

Category 3

pg 187



Australia



Belgium



UAE

Special Award

pg 194



Rep. of Korea





2006 Category 1

Improving Transparency, Accountability, and Responsiveness in the Public Service

Region	Country	Winner	Description	Pg
Africa	Rwanda	<i>Assessment and Evaluation for Reconciliation, RNEC</i>	Providing equity in the educational system by increasing transparency and accountability	173
Asia and the Pacific	Singapore	<i>Integrated Work Permit Online Services, Work Pass Division</i>	Meeting the business community needs by creating an online work permit system	175
Europe and North Am.	Netherlands	<i>Rinjland Internet Election System, Rinjland District</i>	Deepening democracy by enabling free and transparent Internet elections (RIES)	177



Rwanda



Singapore



Netherlands

Africa

Rwanda



2006 Category 1 Winner

Assessment and Evaluation for Reconciliation

The Rwanda National Examinations Council (RNEC)

Rwanda

Description

Bringing equity in the educational system by creating a national commission responsible for reforming the education system in the community.

The Problem

The Rwandan education system was riddled with corruption and discrimination based on religion, ethnicity, nepotism, and regionalism. The government faced the challenge to reduce injustice and corruption in the public service system, and bring equity to the community. The mission of the Rwandan government was to examine educational needs and introduce necessary changes to the education system.

The Solution

Before 1994, primary school results and records had never been disclosed. 85% of the entrants were selected based on their ethnic and regional quotas, 10% were selected by churches, and 5% were selected by the Minister of Education.

Ethnic quotas were allocated based on a national population of 90% Hutu, 9% Tutsi, and only 1% Twa. The concept of respect for diversity was not integrated into the educational system.

In 1998, the cabinet set up the Rwandan National Examinations Council (RNEC) as a special national commission to be responsible for test development, and the administration of examinations.

The priorities and purposes of the RNEC were to ensure that individual candidates are given the rights to select schools or institutions that have appropriate educational standards. The RNEC is mandated by law to respond to public concerns and queries in an appropriate manner. By disclosing the information to the public, stakeholders gain satisfaction and acknowledge the RNEC's accountability.

In addition, the RNEC has a resident auditor who inspects whether the Council's activities are undertaken as planned, and are within the budget. The RNEC has been collaborating with the National Unity and Reconciliation Commission (NURC), established after the Rwandan genocide of 1994, to promote national unity and recon-

ciliation among all Rwandans. As a result, since its establishment, the RNEC has been improving transparency, accountability, and responsiveness in the Rwandan public service. For the first time in Rwanda's educational history, school records and examination results have become available to the public as a sign of equity and transparency. By doing so, parents, students and the community acknowledge their individual rights and the right to equal treatment within the system.

The RNEC has been also making efforts to fill the gap between rich and poor, urban and rural. This effort gave a chance especially to the orphans of the 1994 genocide and children from poor families. Examinations have become open to everyone, and have resulted in equity for all. Moreover, since the establishment of the RNEC, many Rwandans have completed their secondary education, and pursued higher education degrees. Thus, the establishment of RNEC contributed to the fulfillment of the national education policy, by making it available to all citizens.

For more information, please contact:

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Asia and the Pacific

Singapore



2006 Category 1 Winner

Integrated Work Permit Online Services

Work Pass Division, Ministry of Manpower (MOM)

Singapore

Description

Meeting the business community needs by creating an online work permit system.

The Problem

The challenge for the government was to comprehensively address the foreign workers' immigration status and respond promptly to business needs in a rapidly changing economic environment.

The Solution

Singapore's Ministry of Manpower (MOM) introduced the Work Permit Online (WPOL) system, which allows the business community to apply for the work permit (WP) of their foreign workers. WPOL responds to the application process within one day.

The WPOL allows all the employers to submit online renewal or cancellation of work permits for their foreign workers through the internet, and the procedure can be done by the next working day, which is the desirable world standard. The online cancellation is instantaneous, and immigrants can print out the special social visit pass within ten minutes. Also, they can even pay overstay fines with credit card payments through the WPOL system. The system requires a minimum adequate knowledge and supervision. The WPOL system also allows employers to check their foreign worker quota entitlements, and provides employers with a justification of why their applications are refused.

The WPOL system works with other government agencies to efficiently deliver public services to the community. As a result, MOM has become one of the leading government agencies to increase efficiency and effectiveness of its procedures, and has brought great benefits to both business communities and government agencies in Singapore.

In order to better understand the expectations and needs of businesses, and to improve its services, MOM requested feedback from the employers and employment agencies. According to the usability survey conducted recently, 90% of respondents found the WPOL system easy to use.

Before the establishment of the WPOL, employers were forced to wait up to seven business days before getting response to their work permit application for their foreign workers. Now, the entire process can be completed in one business day; cancellations can be processed within one hour of submission. The WPOL has streamlined and substantially shortened the processing time of work permit applications, and lowered volume of paper work, resulting in a higher level of productivity and increased user satisfaction.

For more information, please visit: www.mom.govt.sg

Europe and North America

The Netherlands

2006 Category 1 Winner

Rijnland Internet Election System

Rijnland District Water Board, The Netherlands



Description

Deepening democracy by enabling all to participate in free, transparent elections by installing the Rijnland Internet Election System (RIES).

The Problem

In the Netherlands, public authorities were struggling to make voting systems more efficient.

The Solution

In order to reduce the cost of holding elections, and allow the maximum number of voters to participate in them, the Hoogheemraadschap van Rijnland introduced the Rijnland Internet Election System (RIES) in the fall of 2004.

RIES does not require voters to install new hardware or software; no special computer equipment is required. The system is user friendly, enabling easy access to everyone, even those with limited computer literacy and skills. The purposes of RIES are to achieve cost efficiency, ensure greater flexibility of the electoral system, as well as to improve the overall participation rate in the election.

The Public Water Board election is the largest formal internet election in the world so far. There are many factors and risks that need to be considered when it comes to creating an online voting system: computer viruses, usability, confidentiality and protection of voters' personal information, as well as accessibility for the large percentage of the population. The new voting system had to take into consideration the fundamental requirements of democratic elections: no person should be allowed to vote more than once; the vote should be confidential; each valid vote should be counted; the voters should be able to trust the system.

The mission of the Rijnland District Water Board is to solve all foreseeable problems related to the installation of RIES. Introduction of this online election system needs to ensure that all eligible voters can access it and that the system functions in a flawless manner. Additionally, an alternate mode to cast the vote needs to be provided for those who are unable to access or use the online system. The RIES project was successful in meeting all of the above goals.

The participation in RIES is neither mandatory, nor the only option for casting a vote. The eligible voters can choose between voting online and via mail. The system gives an easy access to the handicapped, allowing them to cast their votes from anywhere without getting additional help.

One of the benefits of RIES is its transparency: voters are able to check the processing of their votes; they can verify the tally process; non-eligible voters can also check the updated results of an election.

RIES has proven to be highly effective. In 2004, a survey was conducted to collect feedback about the e-voting system; 79% of participants preferred casting their votes via the internet, while only 9% of voters favored the traditional ballot box voting system.

One of the major factors contributing towards the success of RIES was the multidisciplinary character of the team, which was not only extremely dedicated, possessed the right legal and technical expertise, but was also flexible and open to new ideas.

Any formal government election can adapt RIES with minimal expense and modification; its introduction proved beneficial for both the voters and the government officials as it enabled citizens to become participants in policy-making processes. It also aided the government to hold elections in a cost-effective, responsive, and transparent manner.



2006 Category 2

Improving the Delivery of Public Services

Region	Country	Winner	Description	Pg
Africa	Zambia	<i>Masaiti District Health Mgmt. Board, Copperbelt Province</i>	Making service delivery more efficient and responsive to the population's health crisis needs	180
Asia and the Pacific	India	<i>Online Delivery of Land Records, Govt. of Karnataka</i>	Improving e-Government service delivery by serving on a "first-come-first-served" basis	182
Europe and North Am.	Canada	<i>Domestic Violence Project, Manitoba Provincial Court</i>	Bringing justice to all citizens in an appropriate timely manner	183
Latin Am., Caribbean	Brazil	<i>Self-Sustainable Sanitation Systems Programme</i>	Efficient providing water supply to the community of Bahia	185



Zambia



India



Canada



Brazil

Africa

Zambia

2006 Category 2 Winner

Masaiti District Health Management Board

Masaiti, Copperbelt Province, Zambia



Description

Combating health crises by making health services more efficient, accessible and responsive to the needs of the population.

The Problem

HIV/AIDS has become one of the biggest public health problems in Zambia and sub-Saharan Africa. It is not only the main cause of premature death, but it also affects people's ability to work and maintain a decent standard of life.

The Solution

The primary objectives of the Masaiti District Health Management Board (MDHMB) are to reduce maternal and infant mortality, and to decrease the high ratio of malaria, HIV/AIDS and Tuberculosis infections.

In 1997, the Masaiti District Health Management Board was appointed by the Minister of Health to oversee the provision of health services. In order to improve public services, and to enhance their quality, the Board built partnerships with other professional associations, collaborated with various organisations and enlisted support from the community.

The Public Service Capacity Building Program (PSCAP) and the Public Service Reform Program (PSRP) – two important initiatives of the Government of the Republic of Zambia (GRZ) – intended to transform the public service sector in order to make it more effective and efficient.

The objectives of the programs were to improve government capacity to formulate, implement and analyze national policies for social and economic development, enhance ministerial capacities to effectively manage public expenditure programs and meet fiscal stabilization objectives, as well as make the public service more efficient and responsive to the needs of the country's population. The MDHMB and Planned Parenthood Association of Zambia (PPAZ) have been working together in order to provide quality health services to the Masaiti community.

The PPAZ has worked in collaboration with stakeholders such as the Japanese Organisation for International Cooperation in Family Planning (JOICFP), the Zambia

Flying Doctor Services, the National Food and Nutrition Commission, the Tropical Disease Research Centre, the University of Zambia, and the Ministry of Health to implement integrated family planning, as well as nutrition and parasite control programs. These initiatives resulted in the reduction of maternal mortality from 660 per 100,000 to 330 per 100,000 and the reduction of infant mortality from 54% to 84%. As for health performance improvements, the TB cure rate has increased from 63% to 74%; in family planning new patients' rate has increased from 46/1,000 to 129.7/1,000; and the antenatal coverage went from 50% in 2000 to 84% in 2005. Increasing the number of professional staff was also a contributing factor in the success of the project.

Asia and the Pacific

India

2006 Category 2 Winner

Online Delivery of Land Records

Government of Karnataka, Revenue Department, India



Description

Improving transparency and service delivery through e-Government by serving citizens on a “first-come-first-served” basis.

The Problem

Two-thirds of India’s population of 53 million people live in rural areas. The primary objectives of the Bhoomi was to improve the quality of service delivery by recording online citizens’ property assets.

The Solution

The government of Karnataka implemented a project, known as Bhoomi (meaning land in Hindi), to provide information about land records to all citizens. Before the development of Bhoomi, 20 million records were maintained by approximately 9,000 village accountants, and it had become increasingly difficult to administer this data. Moreover, not all the data were available. Since the land records are instruments of social justice, they are extremely important for citizens. There are two types of records that the administration maintains: the first type is the record of Rights, Tenancy and Crops (RTC), which is used for various purposes such as obtaining crop loans, hypothecation of land, government concessions, and subsidies; the second type are village maps that reflect the boundaries of land parcels.

In 1999, the Indian government initiated a program to computerize the land records across the country. The purpose of this project was to improve transparency of the record administration, protect the records from manipulations, and increase the usefulness of data in the records. By doing so, the district administration would be able to use the records for complex planning and development activities.

The government also mandated information disclosure to the public to improve transparency, and to reduce corruption and manipulation at the lower government levels. Between 2001 and 2002, the state of Karnataka finally implemented the project.

The Bhoomi project was a great success and it has recently proven to be very useful and efficient. By March 2002, all 177 Bhoomi centres became operational and citizens were able to check their land record data at a “*first-come-first-served*” basis.

Europe and North America

Canada

2006 Category 2 Winner

The Domestic Violence Front-End Project

The Provincial Court of Manitoba, Canada



Description

Bringing justice to all citizens in an appropriate and timely manner.

The Problem

The criminal justice system of the Provincial Courts was ineffective, costly and overburdened. In cases involving allegations of domestic violence, it took on average 19 months from the time a defendant made his/her first court appearance until the date of the trial. The Provincial Court of Manitoba faced the challenge of introducing changes to its system in order to improve the quality of services and increase their efficiency.

The Solution

In 1993, the Winnipeg Police Service implemented mandatory arrests in cases of domestic violence as a result of a new policy aimed at ending violence against women and others who found themselves in an abusive relationship. This resulted in a dramatic increase in the number of domestic violence cases in the Provincial Court system, and the delay in processing these cases became a significant problem.

In 2003, the Chief Judge of the Provincial Court implemented the Domestic Violence Front End Project. The Chief Judge formed a consultation committee across organizational borders to determine how the system could be run more efficiently and more effectively. The consultation committee involved the judiciary, the Crown prosecution, legal aid, defense bar, senior court personnel, victim services and the Winnipeg Police Services.

This innovative project promotes public understanding of the system, reduces the number of court appearances and the time necessary for processing charges. The first phase of the project focused on defendants held in custody for domestic violence charges. By March 2004, the project expanded to include defendants who were out of custody. As a result, the number of cases brought to court has been cut in half even though the total number of cases has remained constant.

In February 2004, there were 2,861 charges for domestic violence, and by the following year, that number was reduced to 1,263.

The time between the first appearance in court to trial was reduced within one year to an average of 14 months from 19 months. The average trial delay for a defendant out of custody has been reduced to 11 months from 22 months. On average, a defendant held in custody goes to trial six to eight weeks earlier. Overtime costs for transporting defendants in custody were reduced by US \$158,000 during 2004-2005 fiscal year.

The project has also provided counseling at the early stages of the prosecution process to those accused of domestic violence assaults, so as to prevent repeating the offence. In the meantime, the project ensures early contact between the prosecutor and the victim by assigning one Crown attorney. The Front End Project has brought significant changes into the criminal justice system in the city of Winnipeg, province of Manitoba. The innovation has been successful and has been beneficial to both the government officials and the community.

Latin America and the Caribbean

Brazil

2006 Category 2 Winner

Implementation of the Self-Sustainable

Sanitation Systems Programme

Secretaria de Desenvolvimento Humano do Estado da Bahia, Brazil



Description

Efficient providing water supply to the community of Bahia.

The Problem

The majority of the population in Bahia consists of low income households. The local government that maintained the water supply system, was not very effective due to a lack of resources and high maintenance costs. The challenge of the government of Bahia was to improve the water supply system to enhance the quality of services to the people in Bahia.

The Solution

The Government of Bahia started the Self-Sustainable Systems Program to address the community's concerns and alleviate problems related to water supply and sewage systems' maintenance. The project was sponsored by the Government of the Federal Republic of Germany through a loan agreement with *Kreditanstalt Für Wiederaufbau* – KfW Bank.

In 1995, a civil society organisation called 'Central', formed by the communities of Jacobina and Seabra in Bahia, established two maintenance facilities. The organisation was responsible for educating community members in the operation and maintenance of the system; it also provided information about the prevention of water-borne diseases.

In order to improve the quality of the water supply and sewerage systems, the government requested community's participation in management, maintenance and installation of the systems. The contract with the German Bank (KfW) was signed in 1983, however little was done till 1992. The total investment was R\$19.1 million, allocated between the KfW (R\$11.7 million), and the State Government (R\$7.4 million).

Since the inception of this programme, 182 simplified and conventional water supply systems with distribution networks were installed. Also, the new project improved the condition of 12,704 existing hygienic privies. This achievement brought positive change to the lives of 76,000 people – or 15,000 families. After ten years since the

programme's inception, the communities of Bahia show stable economic and financial improvement.

In addition to the ongoing efforts, a new contract with the KfW Bank contributed an additional R\$2.2 million for training of technicians. The State of Bahia invested a total of R\$700,000 to the project.

For more information, please visit: www.sedur.ba.gov.br



2006 Category 3

Application of Information and Communication Technology (ICT) in Government: e-Government

Region	Country	Winner	Description	Pg
Asia and the Pacific	Australia	<i>Businesses Entry Point, Tourism and Resources</i>	Promoting transparency for the business community by increasing access to information	188
Europe and North Am.	Belgium	<i>Crossroads Bank for Belgium Social Security</i>	Creating an online portal aimed at delivering consolidated information on social security matters	190
Western Asia	United Arab Emirates	<i>e-Government Municipal services, Dubai Municipality</i>	Using electronic government to provide high level services to industries and businesses	192



Australia



Belgium



UAE

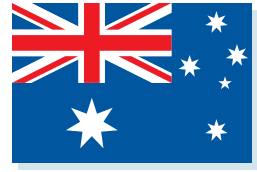
Asia and the Pacific

Australia

2006 Category 3 Winner

Businesses Entry Point

Australian Government Department of Industry
Tourism and Resources, Australia



Description

Promoting transparency for the business community by increasing access to information.

The Problem

Unlike the private sector and non-profit organisations, government are cautious in providing information online because of their preoccupation with privacy matters and security issues. This was also the case in Australia.

The Solution

In late 2003, the Australian Government Department of Industry improved its transparency by developing the Business Entry Point (BEP) Transaction Manager (www.business.govt.au) to allow business communities and stakeholders to deal with government in an easier, cheaper, and faster way.

By using the BEP Transaction Manager, businesses can manage, find, and complete government forms online, and access more than 5,500 transactions in federal, state, and local governments directly on the internet. The Transaction Manager successfully brought together approximately 5,900 forms from federal, state, and local governments that can now be filled out online.

The 2004 review indicated that since the setting up of the BEP, the total value of time and cost savings were approximately US\$50 million a year, which represents fivefold more than the current BEP annual investment of around US\$9 million. Currently, approximately 120 organisations are representing 180 BEP websites on a daily basis.

This portal provides business communities and stakeholders with significant benefits, and makes service delivery efficient and effective. The highest priority for government is to reduce the regulatory burden on small businesses. Although BEP does not reduce regulation itself; by providing information and various resources online, it allows small businesses to fulfill their obligations in a much easier and rapid way.

In 2004, the BEP website was used by 20% of the small business sector. The vast majority of those users was just starting up a business and was searching for information about the Australian Business Number (ABN), which is required by all businesses. Also, over two million users search for information about the Australian Business Register (ABR) per month. The use of new technology and e-government to deliver services to the private sector has added great value, and it benefits both the government and business community.

For more information, please visit: www.business.govt.au

Europe and North America

Belgium

2006 Category 3 Winner

Government Program of the Belgian Social Security

Crossroads Bank for Social Security, Belgium



Description

Creating an online portal aimed at delivering consolidated information on social security matters.

The Problem

The main challenge was to reduce the costs and increase the efficiency of the administration of social security benefits.

The Solution

In 1991, the Crossroads Bank for Social Security (CBSS) was created to organize efficiently and transparently information related to social security benefits by reducing administrative formalities and costs, and by providing stakeholders and politicians with statistical information on social security issues. This information is relevant for sound social policy-making.

The primary objective of this e-government program is to improve and reorganize radically the service delivery processes amongst the actors in the social sector, and between those actors on one hand and the citizens and the employers on the other hand. This initiative also promotes information security and privacy protection so that all the involved actors, citizens and employers, can have justified confidence in the system.

The CBSS manages all social security offices that are connected to the network, and that share their data through a secure system. All citizens and companies' social data are exchanged using unique identification cards. Since 1998, each Belgian citizen has been holding a single identification number on a social identity card (so called SIS).

By 2009, all citizens should have an electronic identity card (EID), which is designed based on SIS. The EID contains private keys and certificates used for electronic authentication and the generation of electronic signatures. This national project was initiated by the CBSS, the Ministry of the Interior and the Federal Ministry for ICT (FEDICT). Also, since 1 January 2003, all companies have been provided with a single identification number by the Company Register. As a result, in 2004, 380 million electronic messages were exchanged by the direct electronic data exchange between the actors in the social sector. Citizens and employers did not have to request

any longer forms from different offices. According to the Belgian Federal Planning Bureau, the data exchange processes between the employers and the social security orifices through e-government has led to an annual saving of administrative costs of more than €1 billion a year for the employers.

The use of technology simplified administrative duties for citizens and companies, increased efficiency of administrative procedures, and protected private information of users.

For more information, please visit: www.ksz-bcss.fgovt.be

Western Asia

United Arab Emirates

2006 Category 3 Winner

e-Government Municipal Services

Dubai Municipality, The United Arab Emirates



Description

Using electronic government to provide high level services to industries and businesses.

The Problem

A majority of this city's revenue is generated from tourism and the Jabel Ali Free Zone (JAFZ) that offers an economic zone with profitable business and tax incentives to corporations. The challenge faced by the government was how to develop and improve service delivery to industries and businesses.

The Solution

Dubai City is one of the seven emirates that make up the United Arab Emirates with a population of approximately one million. The purpose of the Dubai Municipality e-services is to deliver quality services to the residents, businesses, and government partners and clients. It also intends to reduce internal operational overhead, enhance revenues and promote Dubai's image as a commercial and touristic centre in the Gulf region.

The implementation of DM started in July 2001, and since the launch of e-services in October 2001, the Dubai Municipality IT Department has started offering e-services to improve a range of service delivery for customers and clients. Currently, the Dubai Municipality e-services programme has over 24,000 registered user organisations and online businesses, and provides 186 transactional and 195 informational services with more than 1.4 million transactions.

The e-services cover all aspects of the Dubai Municipality such as Demarcation, Zoning, Laboratory, Health and Environment. These services can be provided through mobile phones as well. The Dubai Municipality also improved its assistance services for e-service users.

According to ACNielsen's online customer satisfaction study in 2004, 42% of the users were strongly satisfied and 50% of the users were somewhat satisfied with the support facilities that were provided for using e-services. More than 75% of the e-services users commented that e-services of the Dubai Municipality met their requirements. This Customer Satisfaction survey was conducted in order to improve

the quality of future e-services and meet the user's demand. Since Dubai City's major revenue comes from tourism and the JAFZ, it is significant for the Dubai Municipality to improve partnerships between government agencies and business communities.

In order to achieve greater efficiency and effectiveness for the users, the new objective is to deliver 90% of services through e-services by summer 2007.

For more information, please visit: www.dm.govt.ae



2006 Special Award

2006 Special Award in Innovation

Region	Country	Winner	Description	Pg
Asia and the Pacific	Republic of Korea	<i>The Government Innovation Index (GI)</i>	Measuring the level of innovation in the public sector through a user-friendly web-based system	195



Rep. of Korea

Asia and the Pacific

Republic of Korea

2006 Special Award in Innovation Winner

The Government Innovation Index (GII)

The Ministry of Government Administration
and Home Affairs, Republic of Korea



Description

Measuring the level of innovation in the public sector through a user-friendly web-based system.

The Problem

Innovation must be oriented to achieving measurable progress. The Ministry of Government Administration and Home Affairs developed a diagnostic tool to measure the level of innovation in the public sector.

The Solution

The Government Innovation Index (GII), developed by MOGAHA, is a tool to measure the level of innovation achieved in the public sector. The GII is a compound index consisting of various elements that ascertain innovation efforts and results by scientifically diagnosing numerous dimensions of innovation.

The core components of the GII include “Foundation Readiness for Innovation”, “Level of Active Innovation” and “Innovation Results.” Each institution can use the web-based system to measure and diagnose their level of innovation at various standpoints.

The web-based system is easy to use, enables the accumulation of data and is a superior method, advantageous for statistical analysis. The basic concept for the GII emerged in 2004 in response to the need to assess the level of innovation in governmental organisations. It was eventually conceived in 2005. A total of 496 public institutions, including the central government, local government agencies, local office of education, took part in the voluntary diagnosis to measure their innovation level. The first round of diagnosis resulted in comprehensive information on the level of innovation for each respective agency and their weakness in promoting innovation in government. It also provided statistical, narrative explanation on the innovation level according to specific areas and the innovation level in comparison to similar agencies. Furthermore, it helped the MOGAHA, an innovation-managing agency, to establish appropriate innovation strategies by understanding the public sector’s overall innovation level and what causes successful

innovation. The GII is continuously improving its model and working hard to enhance users' convenience.

By conducting a comparison with other subjects, including private companies and other countries, the future innovation index may be utilized to identify the characteristics and level of innovation not only between the public and private sector, but also between countries.

For more information, please visit: www.mogaha.go.kr

2005

United Nations Public Service Awards Winners

Category 1

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India



Canada

Category 2

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Morocco



Spain



Mexico

Category 3

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Singapore



Canada



Mexico





2005 Category 1

Improvement of Transparency, Accountability, and Responsiveness in Public Service

Region	Country	Winner	Description	Pg
Asia and the Pacific	India	<i>Citizen-Govt. Partnership: Bhagidari. NCT, New Delhi</i>	Creating networks of local groups to discuss problems with government representatives	199
Europe and North Am.	Canada	<i>The Vancouver Agreement, City of Vancouver</i>	Innovative partnerships between government agencies and NGOs at all governmental levels	200



India



Canada

Asia and the Pacific

India

2005 Category 1 Winner

Citizen-Government Partnership:

Bhagidari in New Delhi

Bhagidari Cell

Office of the Chief Minister

Government of NCT of Delhi, India



Description

Involving people in the decision-making processes by creating networks of local groups to discuss policy issues with government representatives.

The Problem

The lack of public participation in formulating and/or evaluating government policies, which often results in administrative processes working in isolation and having little impact on citizens' lives.

The solution

In 2000, the Government of the National Capital Territory of Delhi decided to involve all stakeholders in transforming Delhi into a world-class capital destination. Bhagidari, a citizen-government partnership with an innovative approach to governance was initiated. Through the Bhagidari Cell, networks of local groups such as Resident Welfare Associations, Market and Trade Associations, Industrial Associations and non-governmental organisations have emerged as new, collective decision-making actors. The initiative has grown from 20 citizen groups in 2000 to more than 1,600 citizen groups representing about three million people today. These networks discuss problems hampering effective delivery of civic services with government representatives, and then propose solutions to improve their general quality of life. As a result, communal plans of action pertaining to civic needs, such as water supply, sanitation, school system, power supply, urban transport, protection of the environment and security have been developed and implemented, leading to vast improvements in public services benefiting all citizens.

For more information, please contact:

Mrs Sheila Dikshit, Chief Minister

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Europe and North America

Canada

2005 Category 1 Winner

The Vancouver Agreement

City of Vancouver, Canada



Description

Building innovative partnerships between government agencies and non-governmental organisations at the federal, provincial and city levels.

The Problem

By 1990, Vancouver's downtown Eastside, once a vibrant commercial and entertainment district was completely paralyzed in the economic and social sense. The reason behind was a public health crisis – rampant drug use and dealing on the main streets of the area.

The Solution

The Vancouver Agreement is an urban development initiative that promotes partnerships between governments, community organisations and business to make the city a healthy, safe and economically and socially sustainable place to live and work. The Agreement was created by the Governments of Canada, British Columbia and the City of Vancouver, and signed in March 2000 for a five-year term; it has been subsequently extended till March 2010.

The Vancouver Agreement is a unique example of how greater collaboration between governments, communities and business can be achieved. The federal, provincial and municipal governments are working together, coordinating resources and reaching out to the private and non-profit sectors to implement a comprehensive strategy, promoting and supporting sustainable economic, social and community development. Decisions and actions under the Vancouver Agreement are guided by principles of:

- Informed decision-making that is supported by ongoing research and analysis;
- Innovation in delivering solutions to improve the lives of citizens;
- Respect for diverse communities in program planning and implementation;
- Community engagement in decision-making processes;
- Collaboration among government, business and community stakeholders; and
- Accountability for public funds and transparency of processes and procedures.

The Agreement's initial focus was the inner-city Downtown Eastside and its economic, social, public health and safety challenges. Additional priorities in the Agree-

ment's second phase are the 2010 Inner-City Inclusive Initiative in partnership with the Vancouver Organizing Committee for the 2010 Olympic and Paralympics Winter Games and the Accessible/Inclusive cities and Communities Project in partnership with the non-profit 2010 Legacies Now.

The Agreement is working towards the following goals in order to add value to the collective work of the three government partners and their related public agencies – the Vancouver Coastal Health Authority, British Columbia Housing and the Public Health Agency of Canada:

- Coordination: increasing the coordinated efforts of the three governments and related public agencies towards desired changes in communities;
- Innovation: increasing innovation and creativity to achieve changes in the way public agencies carry out their mission and partner with the private and non-profit sectors;
- Policy change: identifying government and public agencies' policy barriers, to inspire community change and action, and remove or reduce these barriers;
- Investment: increasing public and private investments (financial and human resources) towards desired outcomes in community change and action; and
- Monitoring and evaluation: identifying key indicators as benchmarks to monitor progress and concrete accomplishments.

In pursuing these goals, the Vancouver Agreement focuses on several strategies, including the facilitation of forums and intergovernmental task groups, the initiation of joint public agency planning processes, and the investment of funds in specific public agency projects.

The Agreement was formed because governments recognized that by coordinating efforts and working more closely with each other, and with community and business groups, they could achieve long-term, sustainable solutions.

For more information, please visit: www.vancouveragreement.ca



2005 Category 2

Improving the Delivery of Public Services

Region	Country	Winner	Description	Pg
Africa	Morocco	<i>Autonomous Estab. of Exports Control and Coord. (EACCE)</i>	Quality monitoring process of fruits & vegetables for export by decentralizing exports control	203
Europe and North Am.	Spain	<i>Public Employment Service of Castile and Leon</i>	A public employment service responsible for training and promoting employment	205
Latin Am., Caribbean	Mexico	<i>Secretariat of Water, Public Work and Infrastructure Development</i>	Coordinating and monitoring the hydraulic policy to address water shortage	208



Morocco



Spain



Mexico

Africa

Morocco



2005 Category 2 Winner

Decentralization and expansion of the quality monitoring process for fruits and vegetables intended for export
 Autonomous Establishment of Exports Control and Coordination (EACCE), Morocco

Description

Quality monitoring process of fruits & vegetables for export by decentralizing exports control.

The Problem

In a hyper-competitive liberalized trade environment there was a strong need for companies involved in export from Morocco to reduce costs and delays of supplies, and enhance the competitiveness of domestic products.

The Solution

With the creation of the *Etablissement autonome de contrôle et de coordination des exportations* (EACCE) or the Autonomous Establishment for the Control and Coordination of Exports, in 1986-1987, the quality control of fruit and vegetables intended for export was confined to three regional centres in the port-cities of Casablanca, Agadir and Nador. 800,000 to 900,000 tons of perishable products, provided by almost 500 processing plants, were shipped to these centres. Products that did not meet the quality standards were either returned for re-processing at the plants, or simply rejected, with the rate of rejection varying between 10% and 50%.

By 2002-2003, however, the number of regional centres had increased to 21 and the rejection rate had been cut to zero. The additional transaction costs had been completely eliminated with quality control of 100% of the exports taking place free-of charge at the location of the processing plants.

With scientific support, a high tech network of laboratories and a reliable information system that provides detailed information on export of produce and related products, as well as trade regulation, the decentralized quality control system has managed to reduce costs and delays of supplies thus enhancing the competitiveness of domestic corporations. Recently, the European Union acknowledged that conformity with marketing standards applicable to fresh fruit and vegetables had been attained by granting EACCE the authority to perform checks prior to importing products to the European Community.

The makeup of staff was revitalized by limiting recruitment to highly skilled employees, such as engineers and specialized graduates. In order to facilitate such a selective recruitment practice, in 1997-1998 EACCE took action by offering training to staff and voluntary early retirement. In 1999-2000, the number of specialized staff had increased from nine in 1986-1987 to 46 in 2003-2004 while the number of administrative staff had decreased from 110 to 60 over the same period of time.

Between 1988-89 and 2002-2003, EACCE opened 18 new regional centres bringing critical government services closer to the enterprises in need. The new control facilities strongly contributed to the improvement of the working conditions at the processing plants as well as the general hygiene in the different production processes. In addition to these centres, laboratories conducting chemical and micro-biological analysis and controlling packaging have been established – one in each primary district of processing.

Only through EACCE's sustained effort, and its collaboration with the private sector, has it been possible for the domestic producers of fruits and vegetables to gain a viable access to international markets. By initially targeting priority issues, EACCE employed a gradual approach to innovation. It first focused on refrigerated products, considered as having the greatest potential for return on investments. The decentralized control system was part of a second stage of this strategy where a further developed system of control of quality and traceability was integrated into the processing itself.

Considering that tight control measures are necessary for exporting fresh fruit and vegetables to foreign markets, the facilitating role of EACCE in enhancing the competitiveness of domestic business is likely to be of increasing importance in the future. Moreover, the administrative innovations brought about by EACCE have spurred similar endeavors by other agencies of the government.

The decentralization of the quality control of fruits and vegetables for exports in Morocco shows that abandoning a previously centralized control system may have a significant impact on the international competitiveness of domestic enterprises.

For more information, please visit: www.eacce.org.ma

Europe and North America

Spain

2005 Category 2 Winner

Public Employment Service of Castile and Leon

Spain



Description

Improving the role of the public sector through the creation of the public employment service, responsible for training prospective employees and promoting employment.

The Problem

Castile and Leon is the largest region in Europe with a population of 2.5 million, representing nine provinces and 2,249 municipalities. The region's vision of the future was laid out in the Modernization Program, which aimed at involving citizens in the administration of Castile and Leon, while building consensus and maintaining a continuous dialogue between all of the interest groups.

The Solution

In 2003, competencies were transferred from the National Institute of Employment (INEM), an agency under the Ministry of Labour and Social Affairs, to the Autonomous Community of Castile and Leon. Set up with an initial budget of €2.6 million provided by the State, the Modernization Program 2004 was launched to facilitate the regional Public Employment Service (ECYL) in achieving full employment, while at the same time providing an opportunity for Castilians and Leonese to live and work in the region.

The Autonomous Community of Castile and Leon, the geographically largest region in Europe, is now serviced by ECYL, which is responsible for promoting employment, offering employment training, providing orientation and mediation in the job market.

Through the implementation of the European Employment Strategy and the Third Regional Plan of Employment 2004-2006, the local government designed a new concept for public service delivery, where human resources would be the principal engine for involving citizens.

The new vision of ECYL established a holistic approach to service delivery, in which the Service Life Cycle (SLC) became the central concept. The SLC approach comprises seven key actions including job market research in collaboration with private enterprises, public organisations and various other entities in 34 of the employment offices in the region, integration of smaller employment offices in rural areas, etc.

ECYL's Modernization Program of 2004 has succeeded in formalizing new methods and services, increasing user satisfaction, improving results in employee placement, providing new communication tools and technologies and deploying them around the Autonomous Community.

In developing the design, deployment and assessment of the Modernization Program, the management team used a methodology called RADAR based on the Excellence Model developed by the European Foundation for Quality Management (EFQM). The team utilized this method to facilitate the analysis and continuous follow-up to the planned activities, including the Service Life Cycle. As part of the RADAR methodology, extensive assessments and reviews were conducted, thus documenting achievements and developing a body of good practices used as a foundation for the planned reform in 2005. The direct participation of the technical personnel of ECYL in the Program's design together with the ideas from interest groups, especially the social and economic entities, allowed the management team to respond to societal demands.

A number of actions mapped out by the RADAR methodology focused on the importance of personal attention as a means to appropriately match demand and supply. People who attended ECYL for the first time entered a personalized program designed to match their specific needs and qualifications as job seekers. The emphasis was put on identifying specific groups that had been away from the labour market for a longer period of time, in order to target their needs. Finally, efforts were made to provide job seekers with more detailed information about available job profiles, thus matching the prospective employer with an appropriate candidate.

A number of factors were identified as critical for the successful implementation of the Modernization Program of 2004:

- The assimilation of existing employees and the Modernization Team, consisting of 83 technicians and 20 administrative assistants, through encouragement of team work, which was imperative to the success of the Program;
- The integration of Information and Communication Technologies (ICTs) through a technological platform (*www.empleocastillayleon.com*), which enhanced the efficient use of resources in the Community – the area is larger than neighboring Portugal;
- Active employment management adapted to the characteristics of each group, especially those that are socially less favored, via collaboration with other institutions that will allow the optimization of available resources. This improvement in inter-institutional coordination makes citizens better prepared for future employment regulations;

- An agile, dynamic attention to the demand and supply identified during the first few weeks increased the ratio of candidate placement. The personalized service, via validation of the profile demanded when choosing a position, allowed for minimal resource involvement, which in turn increased the possibilities of success in labor insertion; and
- Standardization via documented procedures of good practices identified, taking advantage of the new technologies, allowing for an efficient deployment in a large number of Employment Offices, all of which were deployed by the second largest community in Europe.

For more information, please visit: www.jcyl.es

Latin America and the Caribbean

Mexico

2005 Category 2 Winner

Secretaría de Agua

Obra Pública e Infraestructura para el Desarrollo
México



Description

Addressing the issue of water shortage by creating a government entity aimed at coordinating and monitoring the hydraulic policy in the state of Mexico.

The Problem

The State of Mexico is the most populated region of the country. A serious water shortage had become a critical issue due to the over-exploitation of its water-bearing strata.

The Solution

To address this crisis, and to coordinate and monitor the hydraulic policy of the State of Mexico, the “*Secretaría de Agua, obra Pública e Infraestructura para el Desarrollo*” was established. This initiative led to the development of the “*Programa Hidraulico Integral del Estado,*” which looks at the problem in a long term perspective and determines the approach towards water policy for the next 25 years. Up to date, the Secretariat has successfully increased and improved water supply to the population of the state of Mexico on a daily basis.

The initiative has vastly improved the delivery of water and now serves 13.64 million people – with an emphasis on sustained service that is equitable and reliable. Due to the continued efforts of the Secretariat, an additional 1.9 million people have gained access to potable water; the quality of the water is guaranteed by 1,812 testing systems. In addition, the initiative has provided millions with the benefit of a new sewage system.

The Integral Hydraulic Program of the State, the only one in Mexico, has created an innovative formula, which enabled the department to improve service delivery – accomplishing 217 public projects at the speed of one per week. They have also installed 961 kilometers of pipelines and constructed 151 systems for potable water. The programme has initiated the construction of a macro-circuit for the distribution of potable water, spanning the distance of 123.5 kilometers, and servicing 2.100 million citizens. A knowledgeable staff certified for hydraulic services works efficiently, and organizes awareness contests and exhibitions to educate students about water management.



2005 Category 3

Application of Information and Communication Technology in Government

Region	Country	Winner	Description	Pg
Asia and the Pacific	Singapore	<i>Online Application System for Integrated Services (OASIS)</i>	Using ICT to favor a positive business environment: the creation of an online platform	210
Europe and North Am.	Canada	<i>The Canadian Consumer Affairs Gateway (CCIG)</i>	Online source of inter-jurisdictional information to restore efficiency in the market place	212
Latin Am., Caribbean	Mexico	<i>Government Unit of Electronics and Technological Information</i>	Enhancing transparency and accountability through technology	214



Singapore



Canada



Mexico

Asia and the Pacific

Singapore



2005 Category 3 Winner

Online Application System for Integrated Services (OASIS)

Ministry of Trade and Industry, Singapore

Description

Using ICT to favor a positive business environment: the creation of an online platform.

The Problem

The process of visiting various agencies and filling out forms was not only cumbersome and time consuming, but it also opened the door to red tape and lack of coordination among offices. Many of the difficulties faced by businesses resulted from compartmentalization, i.e., individual agencies working in silos. Due to the absence of a common platform and infrastructure, agencies lacked an effective channel for communication and coordination.

The Solution

In order to foster a pro-enterprise environment for businesses in Singapore, the government initiated the Online Application System for Integrated Services (OASIS) project. Entrepreneurs often have limited knowledge of the licenses required to start a business. The OASIS project was initiated to create a common platform to establish greater collaboration among agencies for the application of business licenses, as well as a customer-centric portal of choice for users to interact and transact with the government to acquire licenses. The Ministry of Finance, the Ministry of Trade and Industry and more than 30 government agencies collaborated to present a more united and coherent front to businesses.

A comprehensive review of the existing government policies was undertaken to re-engineer the process. Regulatory frameworks were challenged to reduce red tape since it was a drag on business. After the re-engineering process was completed, the average processing time for licenses was reduced from three weeks to 12.5 days. Coupled with the revised fees structure, savings accrued to businesses exceed \$1.8 million per year.

The effective and innovative use of technology enabled agencies to perform back-end verifications and use central databases to share information across agencies eliminating the duplication of information.

The Online Business Licensing Service allowed the user to search for licenses by selecting the appropriate business activity. If the user applied for more than one li-

cense in one visit, the system generated a single integrated application form. The system then “intelligently” routed such information to various agencies. Applicants could pay for all the license or processing fees in one consolidated payment via online credit and debit payments. Concurrent processing of different licenses reduced the time for the applicant to receive all the required approvals saving much time. Once an application had been approved, the email and SMS alerted the applicant of the change in status.

The initiative provides an effective platform to purge bureaucratic inefficiencies within many government agencies. Extensive policy reviews were conducted and systems re-engineered to allow the average processing time for licenses to be reduced from three weeks to 12.5 days. In Singapore, 80% of all new businesses, approximately 30,000 enterprises annually, can now apply online through the OBLS for one or more of the 69 licenses, which are commonly needed to start their businesses, without resorting to offline means. Equally important, throughout the entire business-licensing process, entrepreneurs will need to access only this single portal for all their needs. As a natural extension to the online application service, the OBLS allow applicants to complete license renewals, updates and terminations online. Finally, 8,000 businesses have benefited from the OBLS project by applying for their licenses online. 87% of the feedback received has been positive.

For more information, please visit: www.mti.govt.sg

Europe and North America

Canada

2005 Category 3 Winner

The Canadian Consumer Affairs Gateway (CCIG)

Industry Canada, Office of Consumer Affairs, Canada



Description

Providing consumers with information about services, tools and resources related to fraud, telephone scams, debt problems, product and food recalls, antenna structures, satellite broadcasting, among others, by creating a comprehensive online portal.

The Problem

Canadian consumers expected better access to high-quality services, as well as information and tools to protect themselves against fraud and other related issues. Thus, the challenge facing the Canadian Government was to make information available to consumers regarding standards and regulations, as well as providing advisory services. With more than 14 organisations involved in consumer protection, it was very hard and confusing for citizens to know where to turn to.

The Solution

Globalization is not only causing rapid change and innovations in technology, but it is also bringing about unfamiliar marketing and contractual practices. The dizzying array of new complex products and services and unfamiliar suppliers is making it difficult for the consumers to make informed decisions. It is also difficult to validate the reputation of the suppliers entailing a higher financial risk. Moreover, the risk of identity theft and other types of fraud multiplies as more commerce moves online. The Government in Canada has been trying to restore balance to the marketplace, but the results were not bearing much fruit as the efforts were hampered by the maze of jurisdictions and organisational barriers that the consumers faced.

The Canadian Consumer Information Gateway was developed to deliver essential information to the consumer via the internet. It is Canada's most extensive online source of inter-jurisdictional information for consumers with information from more than 450 government and non-government organisational partners. Due to a pioneering approach to multi-jurisdictional partnerships, consumers can cut across federal/provincial/territorial boundaries to access services through a single window. Equally important in the world's second largest country, which spans six time zones, is that service to consumers is offered 24 hours a day, 365 days a year, regardless of location.

The Gateway provides a menu of relevant topics, access to timely highlights and tools to help consumers save time, money and better protect themselves from fraud and deception. Consumers can now turn to a single Web portal and access more than 7,000 programs, services and subjects from more than 450 government and NGO partners. A powerful search engine and a menu of relevant topics make access to information easy and fast. The Gateway is also equipped with telephone and in-person service delivery channels. Each link to a partner Website is preceded by an innovative Standard Portal Document, which is an easy to print page containing background information on the source of the program, service or subject and contact information, including telephone number, mail and, where appropriate, in-person service.

The Gateway is an innovative online tool providing education and information resources to consumers. Features like interactive quizzes, animated features, and calculators enable consumers to do more in less time. The most powerful tool of the Gateway is the Consumer Complaint Courier – a bold transformation of how government agencies handle consumer complaints. The Courier teaches the consumer what steps to take to log a complaint with a business, links them to relevant information and connects them instantly to an appropriate agency. This specific feature provides enormous empowerment to consumers. Its innovative letter wizards help citizens to prepare complaint letters by simply filling in a complaints template and the complaints database automatically forwards the complaint to the concerned department.

The Gateway integrates knowledge from all relevant sources, and cuts the costs of publishing and distributing information by using a one-stop shop. Citizens are empowered as they are better informed to make wise choices, and can complain when services are not provided. Furthermore, they are able to protect themselves from unnecessary risk and fraud. Despite a limited marketing budget, the Gateway received over 350,000 visits in 2004 and in a recent online survey, 2/3 of respondents expressed a significant level of satisfaction with the Gateway. Moreover, in the same survey, 72% of users said they would definitely return to using the portal's services; and the Complaint Courier is fast becoming the preferred complaint channel tool for both consumers and partners alike.

It is important to mention that the initiative received the following Awards in the past:

- 2001: Two GTECH Distinction Awards (Gold) for both Leadership and Innovative Partnerships and Alliances;
- 2002: Head of the Public Service Award for Excellence in Service Delivery – Service Transformation;
- 2002: Finalist – Innovation Awards of the Commonwealth Association of Public Administration Management; and

- 2004: CGR eAwards (Silver) for Citizen-Centric Inter-Jurisdictional Initiatives
CCIG, CCIG has also sparked significant international attention and many aspects of the project are considered good practices of government portal development.

The CCIG case study has been presented to audiences in South Africa, Singapore, New Zealand, Hong Kong Special Administrative Region of the People's Republic of China and Malaysia.

For more information, please visit: www.ic.gc.ca

Latin America and the Caribbean

Mexico

2005 Category 2 Winner

*Unidad de Gobierno Electronico y Politica
de Tecnologias de la Informacion*

Government Unit of Electronics and Technological Information
México



Description

Enhancing transparency and accountability through technology.

The Problem

How does the state machinery identify and implement a programme that yields multiple results – counter lack of accountability, improve transparency, enhance access of public services to millions of people and make policies more citizen-centred?

The Solution

In 2001 the Mexican Government implemented a digital governance strategy to modernize the government. One of the main goals of the Good Government Agenda was to improve the transparency and efficiency of governance. The working programme that was adopted had four objectives: to satisfy the social necessities of the citizen; to convert the government into a competitive entity; to reconnect with the citizen and the private sector; and to collaborate with a view to creating a good government. This initiative has enhanced efficiency and led to a more citizen-centred approach to service delivery. The programme has successfully integrated e-processing into government operations and enhanced access to services for millions of citizens. The re-engineering of the governmental process has brought in change, ensuring government accountability and participation of citizens.

2004

United Nations Public Service Awards Winners

Category 1

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Morocco



Canada



Brazil

Category 2

pg 226



Cameroon



Australia



Austria



Brazil

Category 3

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South Africa



Malaysia

Category 4

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Philippines





2004 Category 1

Improvement of Public Service Results

Region	Country	Winner	Description	Pg
Africa	Morocco	<i>Program Provisioning Drinking Water to Rural Populations</i>	Increasing school enrollment and reducing disease by providing clean water to rural populations	219
Europe and North Am.	Canada	<i>Information Service for Business Community</i>	Responding to entrepreneurs' needs by creating a single-window information service	221
Latin Am., Caribbean	Brazil	<i>Citizen Assistance Service Centres (SAC)</i>	Creating a One-Stop-Shop centre offering full service for citizens' administrative documents	223



Morocco



Canada



Brazil

Africa

Morocco

2004 Category 1 Winner

Program for Providing Water to the Rural Population

(PAGER), Secrétariat d'Etat Charge de l'Eau

Morocco



Description

Increasing school enrollment and reducing disease by providing clean water to the rural population.

The Problem

The country was facing the challenge of providing drinking water in the remote, rural areas.

The Solution

The PAGER program (Program for Providing Water to the Rural Population) was initiated in 1995. Implemented by the Secretariat of State in Charge of Water, the program's aim was to provide drinking water to 90% of the rural population, which translates to 31,000 villages consisting of 12 million people, by 2007. The cost of the investment was estimated at US\$1.0 billion, of which the government funded 80% through various means.

Rural communes were responsible for the operation and maintenance of the water equipment, while the implementation was undertaken by the Directorate General for Water and the National Office of Drinking Water (ONEP). Teams at the provincial level, consisting of three to four technicians, including one liaison, provided technical know-how and assistance, as well as training in setting up associations and managing water installations.

The implementation of the PAGER has produced dramatic results. The rural population with access to drinking water has increased from 14% in 1994 to 55% at the end of 2003. Apart from the obvious benefits of accessibility to clean water and adequate sanitation, such as rapidly declining waterborne diseases, PAGER has also had a huge impact on primary school enrollment in rural areas (especially for girls).

Similarly, women in rural areas are no longer limited by tasks related to procuring water. Also, 500,000 workdays have been so far created each year because of the proliferation of PAGER projects.

A financial partnership was forged between the State, the rural communes, and the users to implement PAGER. Of the 80% contributed by the State, 25% originated

from the general budget, 45% was foreign capital in the form of loans or grants, and 10% was paid by a national fund financed by surtaxes levied on the use of water by urban population. 5% was contributed by users themselves. Although this may have not seemed significant, it was crucial to create ownership among the users and it guarantees sustainability of the initiative.

PAGER engaged rural communities by getting them to participate, thus conferring the responsibility of operation and maintenance to the rural communes as primary users of services. Community members were actively involved throughout the process of establishing installations by expressing their needs and opinions on technical proposals. These proposals were the result of a dialogue, which took into consideration the circumstances, resources, and organisational capacities of the rural communities.

The process gave local communities a sense of ownership and at the same time prepared them to operate and maintain the installations autonomously. The latter is stipulated in the contract agreed on between the community and the people on one side, and the provider of the services and the State on the other. The contract also defines the prerequisites that must be fulfilled, such as the establishment of an association of users, and the collection and mobilization of financial resources before the actual implementation of the project.

To ensure the sustainability and maintenance of the infrastructure, the government has decided to involve the National Authority of Potable Water (*Office national de l'eau potable – ONEP*) in managing the project.

For more information, please visit: www.matee.govt.ma

Europe and North America

Canada

2004 Category 1 Winner

Information Service for Business Community

The Network of Canada Business Service Centre (CBSC)



Description

Addressing the needs of the business community through the creation of a single-point information service delivered across multiple channels aimed at responding to Canadian entrepreneurs' needs.

The Problem

In accordance with the Canadian Constitution, government programs, services and compliance requirements for the business community are dealt with by federal or provincial/territorial levels of government making it difficult for entrepreneurs to easily access information from a panoply of sources.

The Solution

The CBSC was created to address the needs of the business community, mostly small and medium enterprises, for a single-point information service delivered across multiple channels. The overarching achievement of the network of Canada Business Service Centres is facilitating access to government programs, services and compliance requirements for the business community. It is estimated that 150,000 new businesses are created every year; 2.4 million citizens representing 14% of the total labour force are self-employed, with 1/5 being new Canadians. Therefore, most of the new businesses have little knowledge of all the regulations and procedures for starting an enterprise. They need a one stop centre with comprehensive and accurate information about issues such as: how to start a new business, what are the regulations and legislation pertaining to a specific sector, how and where to apply for financing, how to contact suppliers, how to export, etc.

The CBSC addresses the need for obtaining information through a single-window information service delivered across multiple channels. This service is dynamically developed with input and feedback from:

- Advisory Boards with representatives from a spectrum of business interests;
- Periodic evaluations that take a consistent national look at the views of clients, partners and staff regarding gaps and relevance of the service; and
- Service standards and complaints/feedback mechanisms for each access channel.

The CBSC has a variety of strategies to ensure equity of service access to all entrepreneurs:

- Teletypewriter/Telephone Service for the hearing impaired: Braille, audio and enlarged print format on request; wheelchair friendly locations; graphic-free view capability on websites;
- Special outreach activities directed to audiences that may be unaware of or uncomfortable accessing government services, e.g., new Canadian and native-Canadian entrepreneurs; and
- Services are free of charge.

In recent years the CBSC has grown to become a large network involving all levels of government with a database on regulations and other types of information accessible to customers. The CBSC has also created some online courses to better educate the business community in areas such as development and implementation of a business plan, or preparation of a request for bank loan.

Speed, courtesy and accessibility are key principles of CBSC service delivery. Clients choose their preferred access channel: self-service website and web tools or assisted services such as toll-free info line, e-mail, or customer service, called “Talk to Us”. CBSC service standards pledge courtesy, respect, timeliness and accuracy. It is in that respect that the CBSC aims at answering each telephone inquiry within three rings and with one day for an e-mail request.

For more information, please visit:

www.cbsc.org/English/services.cfm#standards

Latin America and the Caribbean

Brazil

2004 Category 1 Winner

Citizen Assistance Service Centres (SAC)

General Board for Development of Public Services
and Public Service Delivery, Brazil



Description

Innovating public service delivery by creating a One-Stop-Shop Centre, to provide citizens with easy access to administrative documents administrative documents.

The Problem

Bahia is the poorest state in Brazil, with 13 million inhabitants, covering 564,273 sq. km and 417 municipalities. Providing adequate coverage in public services has always been a challenge in this vast territory.

The Solution

In 1995, the Bahia State Government started the implementation of the first SAC Unit. The SAC is a pioneering initiative that introduces an innovative concept in the delivery of public services. By horizontally integrating functions of public services and forging partnerships with the private sector, One-Stop-Shop Centres have been created to offer citizens the services they need most.

The SAC are multi-purpose complexes, with partners ranging from federal, state and municipal agencies, to private companies that offer various services to citizens. They provide quality services by housing different public service agencies in the same space, with a common area for support services. The centres comprise of a back-office, a service delivery area where offices belonging to multiple agencies are located, an area for ancillary services, and a reception to identify, and organize the requests for each and every of the services offered. They have been placed in convenient locations such as shopping malls and major public transportation hubs. They offer tremendous time savings, while delivering services with greater courtesy and professionalism.

The Mobile SAC Documents unit provides highly sought-after services such as issuance of birth certificates, ID cards, and labor IDs. It not only delivers services to remote areas, but also takes into account the general lack of government resources – the government cannot open units everywhere and mobility means economy and flexibility. The Mobile Health SAC unit offers ophthalmology services, including eyeglasses assembly, a general clinic, gynecological services with cytology lab, and dental

services. The mobile units, which remain for two weeks in each visited community, carry PCs that contain patients' data. The SAC system comprises of 22 fixed units, two Mobile Sac Documents units and nine Mobile Health SAC units.

The SAC was created to render services to everyone in a fair manner, and to eliminate any form of discrimination based on social status, culture, race or religion. All citizens have equal access to services offered by SAC, which are provided in an efficient, timely and courteous manner. SAC has proven great efficiency with some units attending to more than 10,000 requests a day.

State-of-the-art technologies and an innovative approach were used by the government agencies involved in the project. An informational campaign appraised citizens of the availability of the SAC services; it also provided information about the philosophy and identity of the SAC. Surveys were conducted to find out about the adequacy, design and standard of the services rendered. Communication was crucial for the success of the entire process: the language used was simplified and customized for each specific service.

Different SACs were created to address different community needs and their varying characteristics. Provision of services was tailored to meet the needs of users in both form and content. Special importance was given to the improvement of the quality of service delivery and to innovative ways of bringing services to people through new technology and partnerships with other agencies. These initiatives took into account the needs of people in the remote areas through developing outreach and community liaisons.

With a focus on human resources, the management board stimulated each state agency to select the best and most motivated personnel. Training courses in human resources, psychology and logistics, increased staff's knowledge and efficiency. SAC's philosophy was integrated into the partners' management system.

Over the years, SAC centres have become extremely popular with the public as they provide an easy and regular, reliable access to services. The great success of the SAC stems from the fact that it operates through mobile and specialized units.

The SAC technology has garnered praise and recognition around the world. Since 1997, 15 Brazilian states have implemented public services delivery centres using SAC know-how or copying its model. Once implemented, positive outcomes, higher levels of citizen satisfaction and greater efficiency in delivering public services are readily apparent wherever these techniques have been adopted.

Other organisations have adopted SAC techniques, especially in the realm of customer service. Satisfied users include the Department of Public Security and OSID, an NGO providing health services.

Many countries, such as China, Belgium, El Salvador, Cape Vert, Trinidad and Tobago, Morocco, Venezuela, Chile, Costa Rica, São Tomé & Príncipe, Honduras, Nigeria, Mozambique, Philippines, Angola and Guinea Bissau, have shown an interest in SAC techniques. Technical cooperation agreements have been signed with Portugal, the city of Bogotá, Nicaragua and the Provincia of Misiones in Argentina to implement similar projects. Portugal opened its first centre in April 1999 in Lisbon with the assistance of SAC staff. Today there are operating eight *Lojas do Cidadão*, so-called citizen stores.

For more information, please visit: www.saeb.ba.govt.br



2004 Category 2

Improvement of the Quality of the Public Service Process

Region	Country	Winner	Description	Pg
Africa	Cameroon	<i>The AQUARIUM Project of Sigipes</i>	Minimizing corruption in public service through a new HR management system	227
Asia and the Pacific	Australia	<i>Professionalism in Financial and Personnel Management</i>	Enhancing accountability and promoting excellence in public employment management	229
Europe and North Am.	Austria	<i>Administration Reform project, District Admin. Zell am See</i>	Making “each citizen a King” by promoting a client-oriented mentality	231
Latin Am., Caribbean	Brazil	<i>Participatory Budget in the City of Belo Horizonte</i>	Defining priorities in the city’s budget by involving citizens in budgetary process	233



Cameroon



Australia



Austria



Brazil

Africa

Cameroon

2004 Category 2 Winner

The AQUARIUM Project of Sigipes

Ministry of Civil Service and Administrative Reform

Cameroon



Description

Simplifying the process of human resources management, promoting transparency and minimizing corruption in public services.

The Problem

The government was faced with a variety of issues, including problems related to administering and paying employees, and managing individual personnel and general human resources.

The Solution

In 2000, the Cameroon Ministry of Civil Service and Administrative Reform (MIN-FORPA) launched a project named AQUARIUM of SIGIPES to decentralize the management of civil service personnel and enable civil servants to obtain information related to their payments, leave, etc. AQUARIUM of SIGIPES is an electronic space (physically symbolized by a public room) where SIGIPES makes information, payments and administrative files available.

This innovation has not only simplified the process of dealing with personnel cases, but also promoted transparency and minimized the incidence of corruption among public servants. The project is part of the overall reform of Cameroon's public administration aimed at modernizing the civil service in order to increase flexibility, accountability and transparency. There are four main principles behind this initiative:

- Boosting efficiency and achieving results that match the expectations of public service users;
- Implementing good governance in public service;
- Raising the responsibility and responsiveness of civil servants; and
- Rationalizing public sector organisations and the management of their employees.

Note that SIGIPES is a working tool for civil servants whereas AQUARIUM helps public service clients access information on their profession and payments from anywhere, either Cameroon or abroad. AQUARIUM operates as down-top architecture

where users access the information they need, such as copies of administrative acts. SIGIPES data is grouped in three categories: profession and payments of petitioning clients, circulation of files for petitioning clients and information for the general public, such as vacancy notices.

Finally, it is no longer necessary for clients to be physically present to get their files, promoting a maximum degree of transparency in government.

For more information, please email: aquarium@spm.govt.cm

Asia and the Pacific

Australia

2004 Category 2 Winner

Stronger Accountability and Professionalism in Financial and Personnel Management in Australian Public Service
 Australian Public Service Commission, Australia



Description

Modernizing the public service by creating an employment framework that enhances accountability and promotes excellence in the public sector.

The Problem

The major challenge of the government was to increase efficiency, transparency and effectiveness of the public service.

The Solution

The Australian Government embarked on a “major re-conceptualisation of the role of government”. New Public Management was the guiding theory adopted by the government to reinvent itself, especially in light of pressures exerted by the rapid pace of technological advances, as well as ensuing economic, social and political changes. National institutions were expected to be agile, flexible and innovative in order to accommodate these changes. Within this context, the Australian Public Service Commission took a leading role in a range of supportive initiatives to create a public service system that is robust and sustainable. Among its initiatives, it reinforced the devolution of authority enacted by previous administrations and emphasized the importance of accountability, capacity building and promotion of excellence in the public sector.

In 1996, the Federal Government entrusted the Commission with the responsibility of promoting a public service employment framework that would engender public confidence in public administration. After an extensive review, in 1999, the Commission developed and implemented the Public Service Act, which provided for increased devolution and flexibility of APS agencies, balanced by accountability within a clearly defined set of shared APS Values and a Code of Conduct for all APS employees.

The Public Service Act reinforced the devolution of authority brought about by previous financial and personnel management reforms and provided the flexibility and agility needed for a strongly performing public service. It also promoted stronger accountability and ensured continued professionalism and enhanced capacities. Each

agency in the Australian Public Service was entrusted with the power to manage directly employment processes and was encouraged to align its staffing, its performance management systems and service delivery arrangements against the business objectives set by the elected government. Each agency was made accountable for its performance, through its Minister, to Parliament.

The Commission focused on improving leadership capacities to respond in an effective way to the rapidly changing external environment and increased complexity, and to bolster public confidence in the APS. A Human Resource Capability Model was developed to enhance the skills of APS employees and to improve HR outcomes for individual agencies. In particular, the programme intended to help HR people focus on their development needs and to assist Agencies in defining the skills required when looking for HR people.

Service Charter Awards were initiated to recognize and encourage agencies' high standards of service to the public. APS agencies, which provide services are required to implement a service charter. The Client Service Charter Principles require, inter alia, client service standards and complaints and feedback mechanisms in all service charters. The principles also focused on monitoring and reporting performance against client service standards, and recognizing the needs of diverse client groups.

The State of the Service Report was used as a tool to strengthen the evaluation process. The employee survey provided a reality check against the expectations of managers. The Commission's strategy was centred on practical products and guidance for improvement across the Australian public service in leadership capability and succession management, performance management, learning development, work force planning, and human resource capability.

For more information, please visit: www.apsc.govt.au

Europe and North America

Austria

2004 Category 2 Winner

Administration Reform Project

Zell am See District Administration, Austria

Description

“Every Citizen is King”: Treating citizens the way they deserved by transforming public administration into a client-based organisation.

The Problem

The district administration had to undertake a thorough modernization in order to become more citizen-oriented.

The Solution

The Zell am See District Administration has undergone a remarkable transition from a public office to a customer-oriented service centre for public affairs. The administration has been widely recognized for the quality of services it provides to the public and for bringing innovation to the public sector, for instance by utilizing advanced cost-benefit analysis techniques.

The Zell am See District Administration is the decentralized organisational unit of the central and regional government of the province of Salzburg, responsible for approximately 60,000 inhabitants. Over the past decade, concrete efforts have been made to thoroughly and consistently modernize the administration. Today all of the administration’s activities and processes are citizen-oriented and make ample use of modern management strategies and tools. Among the many factors that brought about this change, adopting a broad, holistic approach to the whole modernization process was certainly the most important ingredient of success. Specifically, this involved examining all the processes, procedures and personnel and deciding upon the optimum level of resource deployment to achieve the objective of serving the public in the most efficient and effective manner possible. Other steps included adopting advanced cost and management accounting techniques to ensure that measurement of costs and benefits could be carried out in a scientific and objective way.

The aim of this project was to make the administration a citizen-friendly service enterprise, which delivered its services in a cost-conscious manner. An integrated approach to reform was adopted, transforming the administration into a learning organisation. A culture of trust, openness and partnership was fostered.

In addition to classic personnel development measures and incentive systems, real

emphasis was placed on a culture of trust. Buy-in from all executives and employees was imperative; this was obtained through a consultative and inclusive process. All employees were empowered by being actively integrated in the modernization process and encouraged to contribute ideas. Delegation of tasks at appropriate levels created a real sense of empowerment among the employees. Offering training in relevant areas (such as conflict resolution) enhanced the knowledge base of the individuals who had to carry out specialized tasks.

The use of information technology was seen as a central enabler, and back in 1996 (long before the internet was widely used) the administration launched their own website. The website not only provides information and downloadable documents, but also allowed some applications to be completed online. By implementing the objective “*Every Citizen is King*” the administration transformed itself into a customer-focused organisation where staff thought of citizens as customers.

For more information, please visit: www.salzburg.gv.at

Latin America and the Caribbean

Brazil

2004 Category 2 Winner

Belo Horizonte Participatory Budget

Belo Horizonte City Hall, Brazil



Description

Involving citizens in the municipal administration by creating a Participatory Budget project.

The Problem

Citizens were becoming increasingly disinterested in public affairs, leading to feelings of isolation and disengagement.

The Solution

Belo Horizonte created the Participatory Budget in 1993, a unique example of conceptual innovation, in which regular citizens and regional delegates participated in defining the city's spending priorities. The project mainly benefited the lower social economic classes and sought to engage citizens in municipalities and states governed by the Workers Party. As a result, the municipal administration developed policies and city services that were more alert to people's needs and helped vulnerable citizens in poorer areas.

Citizens suggested hundreds of projects to develop service delivery and improve overall quality of life. Tours were organized so that city representatives could evaluate proposed projects and choose the best candidates for funding. Citizens voted on investment priorities in various areas such as education, health, housing, infrastructure, recreation, sports and culture. After creating a short list, the Regional Work Plan, Inspection and Follow-up Commissions (COMFORCAS) worked to guarantee that the projects were properly implemented. Individual projects in cities and slums improved access to public services like garbage collection and public transportation, and also helped remedy social problems, minimize the impact of natural catastrophes and eradicate diseases generated by poor sanitation.

Thanks to Belo Horizonte's efforts, children and adults can enjoy new public spaces for sports and leisure activities. Moreover, the construction of health centres and schools has greatly improved access to better health and education opportunities. The Participatory Budget initiative required changes to existing budget rules and the implementation of new planning instruments. By including wider sectors of society in budgetary discussions and deliberations, the project team was also able

to elaborate a variety of indicators related to social vulnerability and quality of life. In addition, this initiative required the entire municipal administration to look at problems on a more local level. By some estimates, Belo Horizonte's Participatory Budget has mobilized over 220,000 people, the majority belonging to the less privileged classes.

Belo Horizonte is administered by a coalition of political parties, social militants and civil society leaders. Today the city has a democratically elected administration, which counts among its principles popular participation in city management. Citizens identify needs, help allocate resources and prioritize investments, all of which helps to orient city planning.

The institutional reforms behind the Participatory Budget programme has helped solve the crisis of representative democracy. The project stands as an important opportunity for direct community participation in local administration.

For more information, please visit: www.pbh.govt.br



2004 Category 3

Innovations in Public Service

Region	Country	Winner	Description	Pg
Africa	South Africa	<i>Mobile Community Service Centre, Limpopo Province Police</i>	Establishing a rural mobile community safety centre to provide visible and accessible police services	236
Asia and the Pacific	Malaysia	<i>NPC Interactive e-Benchmark Database for Benchmarking</i>	Developing an IT-based benchmarking system to speed up data collection and computation	238



South Africa



Malaysia

Africa

South Africa**2004 Category 3 Winner***Mobile Community Service Centre*

South African Police Service

Limpopo Province

**Description**

Establishing a Rural Mobile Community Safety Centre to provide citizens with reassurance through a more visible police presence.

The Problem

The Northern Province of South Africa is one of the poorest areas in the country where 89% of the population lives in rural areas and 46% of its inhabitants is unemployed. The province had a preponderance of social crimes, many of which were committed against women and children. The challenge was how to deal with these crimes given the limited presence of police in many rural areas, which additionally lacked infrastructure and other resources.

The Solution

The objective of the governmental program was to deliver services efficiently, while avoiding any discrimination against particular groups. The government worked under the premise that making public services available to all citizens is a fundamental pillar of a civilized and democratic society. Therefore, meeting the basic needs of all citizens was one of the five key programs of the governmental Reconstruction and Development Program (RDP).

In July 1999, the South African cabinet resolved to make improvements in public services a key priority. Particular importance was given to improving services in rural and remote communities. One of the main objectives of the Ministry of Public Services was to empower civil servants to operate in a more flexible way by working in collaboration with the private sector and NGOs.

Social and political transformations in South Africa required a new vision for establishing a safe and secure environment for its citizens. Since the police was facing budget cut-backs, building new stations and recruiting new members was not possible. The challenge was “to do more with less”, and it was precisely this principle, which informed the decision to establish the Rural Mobile Community Safety Centre as a sort of police station on wheels. The Rural Mobile Community Safety Centre is a realistic, long-term solution to provide a more visible and accessible police presence within rural communities.

Since resources were not available to hire more police officers in the rural areas nor were police stations reallocated or built near rural areas, older vehicles were modified to reach these distant locations, bringing justice to the door steps of the people. Officers assigned to the Mobile Services visited villages on a prearranged schedule to address residents' problems and also provided additional services such as crime prevention, victim empowerment, registration of case dockets in rape cases and making arrests for social and other crimes.

These mobile community centres were designed especially to service long time marginalized communities. The project's aim was to restore hope and trust in the government's capacity to reach out to people in rural areas and fight crime. Village chiefs were consulted during each visit and kept visit registers, which officers signed on their daily visits. The program was so successful that when the time came to move mobile units to the next village, chiefs eagerly requested extensions.

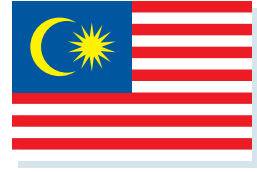
For more information, please visit: www.saps.org.za

Asia and the Pacific

Malaysia

2004 Category 3 Winner

*National Productivity Corporation Interactive
e-Benchmarking Database for Benchmarking Communities*
National Productivity Council Corporation, Malaysia



Description

Developing an IT-based system of benchmarks to speed up data collection to improve public and private sector performance.

The Problem

Prior to the introduction of the e-benchmarking system, data collection was mainly accomplished using the postal system, via questionnaires that were delivered by mail. Data verification and validation was conducted through telephone interviews and site visits. Data entry, computation, ranking and benchmarking were done manually by research assistants using spread sheets. These processes were time consuming, costly and subject to human error. As a result, benchmarking reports could not be delivered effectively to the participating industries for immediate use in decision making processes.

The Solution

The government of Malaysia realized that in the age of ICT applications and internet, innovation, creativity and more efficient ways of data collection are instrumental to ensuring that only accurate data are used in decision making processes. Therefore, the government decided to allocate development funds to promote benchmarking in the private and public sectors through the National Productivity Corporation (NPC). The objective of this initiative was to develop world class companies in Malaysia, to promote a culture of excellence, and enhance productivity.

Since 1998, the NPC has been promoting benchmarking and working closely with various industry associations and government agencies. To assist the industries achieve higher productivity and strengthen their international comparative advantage, the NPC created a web-based database tool to improve data collection, facilitate effective communication among the benchmarking communities, and benchmark productivity in manufacturing and agriculture, as well as extend such services to other sectors of the economy. This new system allows industries to conveniently type in data, compute indicators, rank performance and benchmark comparisons online. Confidentiality of industry data is secured by a password.

NPC champions the promotion of benchmarking of good practices in the public and private sectors using various approaches, such as training, system development, seminars, best practice forums, case studies, surveys, and networking, both locally and internationally. Sharing of knowledge, including international good practices was further enhanced by the application of a Benchmarking Online Networking Database (BOND), e-benchmark, posters and publications. The interactive e-benchmarking system is a database developed within the Benchmarking Online Networking Database (BOND). As a web-based tool, the e-benchmarking system was able to expedite data collection for real time comparisons. BOND provides the industries with information on the benchmarking processes, terms and definitions. The BOND database aggregates data on productivity statistics and benchmarks, and categorizes it according to the industries, sectors, processes and years of reference. It facilitates sharing of industry good practices by displaying practices of past award winners, best in class, case studies and TQM best management practices.

To ensure continuous improvement in the public sector, the Malaysian Administration Modernization and Management Planning Unit (MAMPU) of the Prime Minister's Department created a brochure entitled "Guidelines on Implementing Benchmarking in the Public Service", which outlined the importance of benchmarking for the Malaysian public sector. It became the main driver of benchmarking activities in public agencies and local governments.

Furthermore, the NPC consultants were sent for training to leading benchmarking establishments such as the American Productivity and Quality Centre in United States and the Centre for Inter-firm Comparisons in the United Kingdom. An Australian benchmarking consultant was also commissioned to assist NPC in initiating benchmarking processes. This pool of benchmarking experts became the prime movers in the Malaysian Benchmarking Service (MBS).

For more information, please visit: www.npc.org.my



2004 Category 4

Application of Information and Communication Technology in Local Government

Region	Country	Initiative	Description	Pg
Asia and the Pacific	Philippines	<i>i-Governance, City Government of Naga</i>	Creating an electronic governance programme aimed at encouraging participation in governance	241



Philippines

Asia and the Pacific

Philippines

2004 Category 4 Winner

i-Governance

City Government of Naga

Philippines



Description

Creating an electronic governance programme to encourage participation in governance processes and improve governmental transparency.

The Problem

Naga is currently one of the Philippines' fastest growing local economies, with an average household income 42% higher than the national average. Yet in 1988, Naga was stagnating. Business confidence was low, unemployment was on the rise and tax collection was in decline. Low economic growth resulted in steep increase in crime; approximately 20% of the city's population was homeless. The delivery of basic health and education services was negatively affected.

The Solution

The city's transformation to become one of the most "livable cities in the country" can be attributed, in large part, to the government policies implemented over the past 15 years. The *Empowerment Ordinance*, passed in 1995, established a functional framework for partnerships with more than one hundred NGOs and civic organisations in the Naga City People's Council (NCPC). NCPC representatives sat in all local bodies and legislative councils. They could observe, propose legislation, vote and participate in policy discussions, as well as design, implement and evaluate city government programs. Individual citizens were encouraged to participate in decision-making processes, in order to promote long term sustainability and community ownership of local initiatives. Despite participatory systems put in place by the Empowerment Ordinance, many Nagueons remained, however, uninvolved in local governance issues. Since for operational reasons working partnerships were biased towards organized groups, many citizens remained removed from the activities of the city government. The i-Governance sought to overcome these limitations by inviting public dialogue and civic participation in governing the city.

The i-Governance initiative of the city government of Naga is a "people-driven" program that promotes participation of all groups in society, especially the vulnerable, with the objective to improve governance processes, local service delivery and overall attractiveness of the city.

i-Governance engenders citizen engagement by improving access to information on government policies and operations through ICT and non-ICT tools. For example, the Naga City Citizens Charter is a guide book providing information on the procedures for obtaining various services, the response time for their delivery and the officers responsible for the service. The Charter catalogs more than 150 services and contains maps showing locations of the offices responsible for a specific service. The information is also disseminated through local newspapers and broadcast media.

Naga was among the very first local governments to use the internet, which was chosen as an engagement tool because of its robust growth – the number of internet connections in the city grows by at least 91% annually. The *NetServe* is the web equivalent of the citizens Charter containing downloadable forms used in transactions with various agencies; *Share Naga* promotes information about the city government operations; *Sell Naga* provides essential information about the city’s marketability and competitive edge, by extensively discussing the city’s investments and tourism assets; *Star Naga* provides information on awards accorded to the city government, publicizes governance innovative practices and serves as a forum for discussing the city’s governance advocacies.

Transparency and accountability is increased through improved access to information regarding the responsibilities of government agencies, processes and the operational standards for the delivery of services. Citizens are encouraged to monitor government’s and officers’ performance. By enhancing transparency mechanisms, the program has contributed to savings of at least PhP 10M a year in the city procurement system. By enhancing consciousness about performance standards, it has allowed Naga to “do more with less”. In fact, despite budget reductions in 2003, the city was able to more actively pursue its growth plan and address the equity-building concerns.

In sum, i-governance has become a tool for equitable service delivery and has involved a number of strategies, including promoting progressive development, with “growth with equity” as its core philosophy, and fostering equal access to public services.

For more information, please visit: www.naga.govt.ph

2003

United Nations Public Service Awards Winners

Category 1

pg 244



Singapore



Greece



Bolivia



Oman

Category 2

pg 253



Spain



Mexico



Egypt

Category 3

pg 261



Zambia



Rep. of Korea



Canada



Italy



Chile



Lebanon





2003 Category 1

Improvement of Public Service Results

Region	Country	Winner	Description	Pg
Asia and the Pacific	Singapore	<i>Infocom Development Authority, TrustSg Programme</i>	Building confidence amongst businesses and consumers so as to spur e-Commerce growth	245
Europe and North Am.	Greece	<i>Call Centre 1502, Ministry of Interior</i>	Obtaining official documents made easy by integrating services into a “One-Call-Shop”	248
Latin Am., Caribbean	Bolivia	<i>National Customs Services of Bolivia</i>	Introducing a client oriented service culture by reforming the country’s Custom Administration	250
Western Asia	Oman	<i>Cleanliness of Muscat Municipality</i>	Dealing with the issue of urban cleanliness by providing and maintaining municipal services	252



Singapore



Greece



Bolivia



Oman

Asia and the Pacific

Singapore



2003 Category 1 Winner

Infocom Development Authority (IDA)

National Trust Council and TrustSg Programme

Singapore

Description

Building confidence amongst businesses and consumers in order to spur e-Commerce growth in Singapore.

The Problem

To encourage accreditation of reliable e-commerce websites through the use of trust marks and third-party certification processes.

The Solution

The process started with the establishment in 2001 of the National Trust Council (NTC) and the conceptualization of the TrustSg Program, a nationwide trust mark initiative aimed at addressing the private sector's concerns. Since the launch of the TrustSg Program, NTC and IDA have been actively accrediting online businesses as well as organizing and supporting various marketing activities to boost consumer confidence in online transactions. Existing and potential Trust Mark providers such as trade associations, chambers of commerce and businesses are encouraged to accredit themselves under the TrustSg Program. If their Code of Practice meets the standards set by NTC, they will be appointed as Authorized Code Owners (ACO) and given the authority to award the TrustSg seal to the online businesses within their industry. NTC, with the support of IDA, has also put in place an effective system to answer questions and complaints. ACOs affiliated in the TrustSg Program are required to come up with a way to address questions involving its accredited businesses. The mechanism must include either internal procedures for answering complaints or other procedures facilitating Alternative Dispute Resolution (ADR) methods. NTC is charged to specifically look into areas of trust marks, risk and fraud management, as well as good practices in e-commerce.

Its main objectives are to:

- Help businesses and consumers increase trust and confidence in e-commerce;
- Develop and promote the TrustSg Program;
- Develop and promote the best e-business practices and trustworthy e-commerce environment;

- Develop a Risk Management Framework to reduce breaches in information security in e-commerce transactions;
- Identify and make recommendations for policies to promote trust and reduce fraud in e-commerce transactions;
- Enhance consumers' and businesses' confidence in e-commerce through seminars, case studies and research.

The strategic goal of the Infocom Development Authority (IDA) is to promote a vibrant and competitive Infocom industry in Singapore, one that attracts foreign investment and sustains a long-term GDP growth through innovative Infocom technology development.

IDA seeks to achieve these objectives as the national Infocom master planner and developer, and the Government CIO:

- **The Infocom Industry Champion:** One of IDA's key responsibilities is creating a conducive, innovative, and competitive Infocom environment that is both pro-consumer and pro-business. The IDA develops policies, standards, codes of practices and advisory guidelines for the Infocom industry. One main objective is to encourage effective competition in the telecommunications market in Singapore. It monitors local and global Infocom market trends and regulatory measures, while remaining technologically neutral, to ensure that Infocom policies and regulatory frameworks remain effective and relevant in a dynamic and rapidly changing world;
- **The Infocom Master-Planner and Developer:** Singapore has an international reputation for the effective use of Infocom technology to drive economic development and social growth. As part of the Infocom master-planning for Singapore, IDA ensures that a robust national Infocom infrastructure is in place to meet the needs of the government, businesses and people. Moving forward with the iN2015 master-plan, IDA seeks to build the next generation national Infocom infrastructure that combines complementary wired and wireless networks. The wired broadband network or Next Generation National Broadband Network (Next Gen NBN) will deliver ultra-high broadband symmetric speeds of 1Gbps and above to all homes, offices and schools, while the Wireless Broadband Network (WBN) will offer pervasive connectivity around Singapore. IDA promotes the adoption of Infocom technology as a key enabler to enhance Singapore's economic competitiveness. It works with both public and private organisations to spearhead the strategic use of Infocom, encouraging innovation as well as research and development in emerging areas such as digital media. IDA has an excellent track record for master planning Infocom projects for the government. It also works with the industry to harness Infocom

technology to enable development in education, healthcare, manufacturing, logistics, tourism, entertainment and finance; and

- **The Government CIO:** The IDA functions as the Chief Information Officer (CIO) of the Singapore Government. In this capacity, it helps in the running of an effective and efficient government. As the Government CIO, the IDA is responsible not just for master planning, but also for project management and implementation of various Infocom systems. It oversees IT standards, policies, guidelines and procedures, and manages the security of critical Infocom infrastructures. This key role involves conceptualization, development, implementation and management of government-wide IT infrastructures and application systems.

For more information, please visit: www.ida.govt.sg

Europe and North America

Greece

2003 Category 1 Winner

Call Centre 1502, Ministry of Interior

Public Administration and Decentralization, Greece



Description

Obtaining official documents by integrating services into a One-Call-Shop.

The Problem

Before 1998, in order to obtain any official document, including birth certificates, passports, etc., citizens had to go to specific offices, and this was especially difficult for the disabled, elderly and people living in remote areas.

The Solution

The 1502 Call Centre, which gives citizens the opportunity to submit applications over the phone, was first launched in February 1998. Initiated by a decree of the Greek Ministry of Interior, Public Administration and Decentralization, the service provides citizens with certificates and other administrative documents through a “one-call shop”.

Initially, the service provided the five most frequently requested certificates; that number has later increased to 21. By the end of 2001, citizens submitted more than 870,000 applications, and by September 2003, the Call Centre had received more than 2,860,000 calls, while the total number of applications rose to 1,430,000.

The four certificates most often asked for are: criminal/police records (30%), recruitment status (15%), birth, death, marriage and family status (10%) and passport applications (5-8%). In integrating services by consolidating operations into a single point of entry, the Call Centre has significantly enhanced public service delivery. It is much faster, cheaper and more convenient to move forms around electronically and by fax rather moving citizens around from office to office.

The process begins as soon as a telephone request is received by a special service of the National Telecommunication Agency (OTE) where operators provide information regarding available services and current procedures. Standardized electronic forms are used to fill in the applicants’ data, which are immediately transmitted online and through fax to the competent agency. The agency then issues the document and sends it to the postal address of the citizen by registered mail. In the case of passport applications, the applicants need to provide various documents to the appropriate agency.

The agencies are required to take swift action within a specific timeframe. If the stipulated service-deadline is not met, users may appeal to a special commission of the relevant region or the Ministry of Interior, Public Administration and Decentralization for reimbursement of fees.

The Ministry has made special arrangements with OTE and the postal services in order to ensure the affordability of postal services to the public. Thanks to OTE, postal service partnerships with state agencies, and the use of simple, existing telephone and telecommunications technology, the 1502 Call Centre has made government services accessible to nearly everyone. The only barrier is access to a telephone.

Since its launch in 1998, the 1502 Call centre has experienced a tremendous growth in scope and scale, from four to more than 20 different documents. The number of applications submitted has been steadily growing over the years. An evaluation made by the National Centre for Public Administration assessed user satisfaction and found that:

- 82% of respondents said they were satisfied with the delivery time;
- 94% of respondents received the requested documents in a timely fashion;
- 88% of respondents expressed an overall satisfaction with the operation of the system;
- 95% of respondents agreed that the initiative was very useful; and
- 98% of respondents said they would use the system again.

In 2004, a new law (Law 3,242/04) was introduced to simplify administrative procedures. The law stipulates that several official documents generated by public agencies would be issued automatically, without citizens needing to take action at all. For example, a citizen hired in the public sector will no longer have to procure a criminal record to document his/her status.

So far, the new law applies to 26 certificates, which could gradually diminish the necessity for the public to use the 1502 Call Centre. However, whenever citizens do need documents, the call centre still makes the process simpler, faster, and easier.

For more information, please visit: www.ypes.gr

Latin America and the Caribbean

Bolivia

2003 Category 1 Winner

Aduana Nacional de Bolivia

National Customs service of Bolivia



Description

Introducing a client oriented service culture by reforming the country's Customs Administration.

The Problem

Early in 1998, a mission of the International Monetary Fund (IMF) was sent to La Paz, Bolivia, to diagnose the state of the Bolivian Customs Administration and outline a plan for its reform. The IMF diagnostic concluded that the institution was corrupt and politically driven, operating under a complex legal structure, outdated in its practices and procedures, overstaffed with more than 300 people working without proof of registration, lacking in information systems for monitoring and control of operations of foreign trade, lacking in basic infrastructure and equipment and totally devoid of a customer oriented approach.

The Solution

The Customs Administration underwent comprehensive reforms aimed at increasing the efficiency of customs collections, halting traffic in contraband goods, and facilitating foreign trade. The core elements of the reform programme included the review of human resources policy and practices, application of modern technology, streamlining of custom tariffs, and adoption of new customer-service initiatives.

Since 1999 the Bolivian Custom Administration started an intense process of institutional reform. To that end, it established a five point agenda for change:

- To dismiss all the “ad honorem” personnel and replace all political appointees with qualified personnel selected through competitive procedures undertaken by private sector firms specialized in mass recruiting;
- To develop new procedures for all customs operations, so as to give importers and exporters judicial security;
- To introduce state-of-the-art information technology for customs administration and control of operations;
- To improve the infrastructure and equipment; and
- To establish a client-oriented culture.

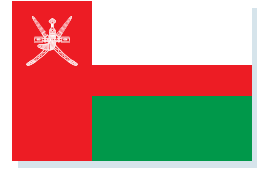
To undertake this reform a financial package of \$35.0 million was secured, with contributing parties such as World Bank, Inter-American Development Bank, Nordic Fund, Japanese Government and Bolivian Government.

After nearly four years of hard work, the results have been quite positive. Just to give some examples, 97% of all existing customs personnel were hired through competitive recruitment processes run by private sector firms; all agents can process their import or export declarations over the internet; and all the infrastructure of the new Customs Administration has slowly been refurbished and made more accessible to foreign trade operators in an effort to facilitate the interface with customs officials. One of the most important changes undertaken under the reform process has been the introduction of a client-oriented service culture.

Western Asia

Oman**2003 Category 1 Winner***Cleanliness of Muscat Municipality*

Muscat municipality, Oman

**Description**

Promoting the highest level of cleanliness in the city by boosting efficiency in garbage collection and disposal, and promoting awareness campaigns among the population.

The Problem

Apart from projecting an image of one's own culture, cleanliness is also a health and environmental concern. By promoting high standards of hygiene, communities protect themselves from diseases and epidemics.

The Solution

In the 1970s, Muscat Municipality, along with other government units, started to implement plans aiming at developing and modernizing the city: building roads and bridges, expanding the network of street lights and green spaces and constructing public parks and utilities. The municipality's responsibility was also extended to the maintenance of the highest level of cleanliness, as well as preservation of the city's utilities. Thus, Muscat became a model example of beauty and cleanliness dazzling the residents and visitors alike.

Specifically, the city has adopted measures to ensure high standards of cleanliness within the municipality – including boosting efficiency of its internal operations, staging campaigns to promote awareness in public and individual health, enlisting the support of schools in environmental cleanups, keeping roads clean, and giving attention to timely collection and disposal of garbage.

The subject of cleanliness is the top priority facing the municipalities. Territorial expansion and population growth present their own set of challenges, and make keeping cities clean a difficult task. High population concentration in a relatively small area requires efficient waste removal and management processes. The difficulties lie not only in the collection of garbage, but also in its disposal in a proper manner, in order to reduce its environmental impact and health hazards it creates. For this reason, Muscat Municipality concentrated its efforts on this aspect. Therefore, cleanliness became an apparent and deeply rooted feature of the city of Muscat, enabling the Municipality to win many Arab and international awards and gaining high reputation among modern cities.

For more information, please visit: www.mm.govt.om



2003 Category 2

Improvement of the Quality of the Public Service Process

Region	Country	Winner	Description	Pg
Europe and North Am.	Spain	<i>Ayuntamiento de Alcobendas, Local Council of Alcobendas</i>	Improving relationships between citizens and the municipal govt. by launching an online portal	254
Latin Am., Caribbean	Mexico	<i>Integral Family Development System of Tamaulipas State</i>	Creating a govt. entity to coordinate and monitor the hydraulic policy, addressing water shortages	256
Western Asia	Egypt	<i>The Ministry of State for Admin. Development (MSAD)</i>	Providing faster service to citizens by Automating Service Request procedures	258



Spain



Mexico



Egypt

Europe and North America

Spain

2003 Category 2 Winner

Ayuntamiento de Alcobendas

Local Council of Alcobendas, Spain



Description

Improving the relationship between citizens and the municipal government by launching an online portal (ITACA) dedicated to the needs of local communities.

The Problem

The Municipal Government of Alcobendas in Spain wanted to improve the quality of dialogue between the citizens and the municipal government.

The Solution

In 1995, the local council began work on a strategic plan for the modernization of the municipality of Alcobendas, a part of the autonomous community of Madrid, Spain, with about 100,000 inhabitants and almost 1,200 public service employees. In 1997, the initial stages of ITACA were drawn, and in 1999 the project was formally launched. In 2003, the second stage of the ITACA was implemented as part of the Municipal Action Plan (PAM).

The project's aim is to facilitate and improve the relationship between citizens and the municipality by simplifying the tools that citizens use to obtain information and communicate with public institutions. The first stage of the project focused on three basic services for citizens: the Alcobendas Card, an expanded website, and an integrated 24-hour telephone information service, called *Servicio de Atención Ciudadana* (SAC).

The Card, marketed as “the local council in your pocket”, has drawn the most attention. It provides a free-of-charge form of personalized identification and allows for interaction and the exchange of information with other cardholders. The card will gradually eliminate the need for different local forms of ID by bringing all services together, cutting waiting time for citizens down to an average of less than four minutes when personal attention is required. Furthermore, the card provides universal access to ICTs at the recently established self-service points. In 2004, more than 16,000 Alcobendas Cards were handed out, and 16 self-service and administration points were established.

The expanded website has seen the number of visitors increased almost tenfold, from about 27,000 in 2000 to approximately 267,000 in 2003. As a result, in the same

period, the government was able to tackle many more reported problems: 125,000 cases in 2002 compared with only 85,000 in 2000.

Furthermore, the introduction of the 24-hour telephone service resulted in a tripling of phone calls to the Alcobendas government – from about 24,500 in 2000 to almost 88,000 in 2003, with a high customer satisfaction rate. A study conducted in that respect in 2003 by the Research Department revealed that the overall rating of the municipality scored close to 8.7 out of 10, with the behavior of the staff scoring well above the overall rating.

The Alcobendas card used new technology to integrate several other cards into one and improve access to services through a secure system guaranteeing citizens' privacy. The improved web portal took advantage of the internet, which 34% of the municipality's population, excluding students, already accessed regularly. The portal excelled in delivery of information and services such as a guide to living in the municipality, customer service, information on services offered, and proceedings of the municipality, as well as information on local media sources and associations – all in real time (INFOCIUDAD).

By providing a 24-hour telephone information hotline, integrating information and services for citizens, enlarging and decentralizing existing offices (where possible), and extending office hours to afternoons, evenings, and Saturdays, the municipality was able to integrate offices and services, increase accessibility, enhance the quality of service, and reduce waiting times.

For more information, please visit: www.alcobendas.org

Latin America and the Caribbean

Mexico

2003 Category 2 Winner

Integral Development of the Family System

of the State of Tamaulipas

State of Tamaulipas, Mexico



Description

Addressing the needs of vulnerable groups by integrating services.

The Problem

The government faced the challenge of providing social assistance and supporting the needy and underprivileged.

The Solution

The Integral Development for the Family System in Tamaulipas (DIF) is a government institution that provides support to the underprivileged, especially families, children and the disabled. For the past three years, the DIF Tamaulipas has undergone a radical change in the coverage of its programs and the scope of its benefits. DIF Tamaulipas has demonstrated that it could radically transform public institutions into entities capable of providing quality service at levels comparable to those attained by their private sector counterparts.

It devoted particular attention to specific demands of different demographic groups. Providing social services to maximum number of citizens and alleviating inequalities is considered a main target of DIF's activity. The DIF Tamaulipas helps around 300,000 people per year. Its infrastructure allows covering all the State through 43 offices that are spread in every borough of Tamaulipas.

In August 2001, DIF Tamaulipas was the first institution to be certified in ISO 9001 system in Mexico under the 2000 version. The certificate includes six central institutions, as well as providers of nutritional programs, the rehabilitation centre and a special education and management centres.

The initiative of the General Directorate ensured the efficient use of the public resources. The quality of services has been maintained, a new information system has been introduced and institutional reengineering has taken place. The initiative has resulted in the following changes:

- Reduction in costs;
- Transparency in the administration of resources and services;

- Creation of a customer-oriented culture (in substitution for the bureaucratic culture); and
- Extension in the coverage of social programs.

DIF Tamaulipas has demonstrated that it can radically transform the official institutions and reach the same standards of quality that private sector organisations have.

For more information, please visit:

www.un.int/mexico/2003/interv_062303_ing.htm

Western Asia

Egypt

2003 Category 2 Winner

The Ministry of State for Administrative Development (MSAD), Egypt



Description

Providing faster service to citizens by Automating Service Request Procedures.

The Problem

Citizens had to queue for hours during work days at government offices to pay taxes and fines or to obtain documents, such as driving licenses or birth certificates. Information on how and where to find rules and regulations has often been hard to find, and it has often involved making inquiries at several different ministries or government agencies. The government continuously faced a challenge in delivering services in an efficient manner.

The Solution

In 1976, the Ministry of State for Administrative Development (MSAD) was established. Its objective was to enhance and increase the efficiency of government by adopting new techniques and mechanisms to better serve citizens.

The Egyptian government continually faces the challenge of delivering services efficiently: citizens often experience the frustration of waiting in lines for hours at government offices to pay taxes and fines or to obtain documents such as drivers' licenses or birth certificates. Information on how and where to find rules and regulations has often been hard to obtain.

The government took the first steps to modernize government services in 1998, with the aim of simplifying delivery of services to customers by introducing new technologies such as voice mail service, automated fax services, and internet. Depending on one's location within or outside the greater Cairo, three different service numbers can be used to request services or make inquiries. This system works also for requesting various applications and forms, which can be sent directly to an appropriate office by an automated fax service.

Citizens can also use the Ministry's website to reach a variety of government services. This efficient way to obtain information and services has since been greatly extended by the E-government portal.

Improving services depended on three basic approaches:

- Integration prevented doubling requests for the provision of documentation by the applicants;
- Specifying the required fees according to laws and regulations, thereby requesting only the minimum rate and ensuring that the fee scale is uniform throughout the country; and
- Indicating the timeframe for obtaining any service.

To achieve these steps, it was necessary to unify rules and requirements by preparing forms for each service. Consequently, any citizen seeking a service receives a receipt listing all the procedures and steps required, the agencies to direct complaints to, and the time necessary for completion.

The ministry continues to develop E-government services, thus demonstrating a sustained commitment to innovation and improvement of public services. In January 2004, the Ministry launched the country's integrated e-Government Portal for online services. The bilingual portal in Arabic and English enables all stakeholders to browse government announcements, search for information related to particular services, and access online services all at a single user-friendly one-stop-shop. Since 2007, some government services are available online.

For more information, please visit: www.edara.govt.eg



2003 Category 3

Innovation Initiatives in the Public Service

Region	Country	Winner	Description	Pg
Africa	Zambia	<i>Patents and Companies Registration Office (PCRO)</i>	Reducing business cost by privatizing the Patents and Companies Registration Office	261
Asia and the Pacific	Republic of Korea	<i>Public Procurement Service</i>	Introducing an electronic procurement system to improve procurement services' efficiency	263
Europe and North Am.	Canada	<i>Neighborhood Integrated Service Team (NIST), Vancouver</i>	Empowering citizens by integrating services at city level to address difficult community issues	265
Europe and North Am.	Italy	<i>Efficiency in Admin. (PADEA) Department for Public Admin.</i>	Creating a Department open to innovation in public administration	267
Latin Am., Caribbean	Chile	<i>Servicio de Impuestos Internos (SII), Internal Revenue Service</i>	Innovating the tax system so that filing taxes becomes easier and less costly for all citizens	269
Western Asia	Lebanon	<i>Education Centre for Research and Development, Lebanon</i>	Reforming educational structures and creating an educational centre to respond to changing needs	271



Zambia



Rep. of Korea



Canada



Italy



Chile



Lebanon

Africa

Zambia

2003 Category 3 Winner

Patents and Companies Registration Office (PCRO)

Zambia



Description

Reducing the cost of doing business by privatizing the Patents and Companies Registration Office.

The Problem

In 1995 the government instructed the Permanent Secretary of the Ministry of Commerce, Trade and Industry to commercialize the department's operations, raise its own financial resources, fund its entire budget without any dependence on the central treasury and to upgrade the quality of its services.

The Solution

The Zambian Patents and Companies Registration Office has successfully achieved a self sustaining financial autonomy and has utilized this autonomy to transform itself into a revenue generating institution, driven by customer satisfaction and improvement in the quality of its services. The PCRO is responsible for managing the country's system of protection of industrial property and registration of enterprises under the Companies Act and Registration of Business Names. The greatest achievement was the sustained effort, in the absence of past precedents, to implement the government directive to fully privatize the department's operations. The PCRO was among the first 17 public agencies selected by the government for commercialization.

Since there was no past precedent for this kind of transition, management consultants were hired to make recommendations and they advised privatization as the best option. The staff had to be trained to adjust to the demands of a work culture oriented towards profit generation in a commercial market, as compared to the purely service oriented approach of the civil service. All personnel underwent induction and security seminars. Staff training was initially sponsored by the World Bank Financial and Legal Management Upgrading Project (FILMUP).

The PCRO had three main priorities:

- The first one was building self-training capacity. The mandate to commercialize the department and grant it a limited autonomy was given by the government on the condition that once the department was ceded from the mainstream civil service, it would no longer expect any funding from the government.

Rather, the government would be expected to fund its own operations entirely from its own resources and to enter, after three formative fiscal years, into an arrangement with the Central Treasury, wherein the commercialized entity would be required to contribute a certain percentage of its annual income to the Central Treasury;

- The second priority was the immediate relocation of its offices from the ministerial block. The need to relocate was also a condition stipulated in the inter-governmental agreement with the Norwegian government, through NORAD, for the computerization of its offices; and
- The third priority was the establishment of a viable institution with its own processes and system of internal control. As a consequence of relocation of the offices, the agency was detached from the principal services of the parent ministry. The department was faced with the challenge of setting up a functioning accounting and administrative units to look into matters of management of material and human resources, which prior to this, had been managed by the parent ministry.

One of the several achievements of the department was an increase in the quality of the service delivery under the Companies Act. The enactment of the current Companies Act in 1994 simplified significantly the national system for incorporation of entities. Despite the tremendous increase in the customer volume per day since the privatization, measures had been taken to shorten the service turnaround time, and attend promptly to customer concerns. The waiting time for processing applications was shortened to two days.

Service delivery was further enhanced by harnessing ICT. The electronic database enabled the office to quickly retrieve information for both its internal use and its many customers. Moreover, information was disseminated effectively through the disclosure of patents, trade marks and industrial design data in the Zambia patent and Trade marks Journal. Acquisition of the organisation's own office block saved the department over \$80,000 per year. For a small organisation with no financial assistance from the Central Treasury, this saving was a tremendous boost.

For more information, please visit:

www.pacro.org.zm, www.pacro.org.zm/lco.html

Asia and the Pacific

Republic of Korea

2003 Category 3 Winner

Public Procurement Service, Republic of Korea



Description

Introducing an electronic procurement system in order to improve procurement services' efficiency.

The Problem

Public Procurement Service ("PPS") of the Republic of Korea administers procurement of goods and services for about 30,000 Korean public institutions. The previous paper based system was slow and caused the users a great deal of inconvenience. In addition, a series of corruption scandals had hurt the reputation of the PPS.

The Solution

Given this backdrop, PPS launched a government e-procurement system. It was essentially an "e-mall", a combination of an Electronic Data Interchange (EDI) system and an internet shopping mall. The "e-mall" has proved to be a big success. Currently, about 92% of the procurement transactions, involving 24,000 public organisations, flow through this system. The process is greatly streamlined, making it more efficient to use by the customers and suppliers alike.

Previously, the PPS was dealing with 4.2 million documents per year. The introduction of an electronic system drastically reduced this amount. The streamlined system is not only much more efficient and effective; it has also proven to be very user-friendly.

The introduction of online bidding has improved the efficiency of the entire procurement process. The initial concerns about security were resolved thanks to the introduction of such innovative solutions as e-signatures and authentication. A very positive result of online bidding, coupled with participation of third-party experts such as NGOs, increased the level of transparency of the whole procurement system, which was necessary given the recent corruption scandals.

Another strategy involved in the new system was its focus on customer satisfaction. In addition to the technological innovations, a fundamental shift in the mindset was introduced to turn the PPS from an ineffective, public sector entity to a lean, customer-focused service provider. Increasing customers' convenience became one of its central goals. The PPS re-engineered its structure from an item-centred organisation to customer-oriented one, and started running mobile offices and help desks to bring itself closer to its customers.

Under a skillful management, the new system has proved to be remarkably sustainable. Achieving excellence in all levels of its performance became the inner drive: once a superior service is rendered to its users, they generate positive feedback, which in turn encourages the system's personnel to work harder and provide even better service. Two recent awards, one for best government organisation, the other for customer satisfaction, confirm that going back to the old system is not an option.

The e-procurement system of the PPS can be utilized in other public institutions in Korea and foreign procurement agencies with little customisation. As of now, the online bidding system is being used by as many as 1,400 public organisations. In addition, G2B system of PPS is ideal for generating integrated bid notices. It has removed redundant registration procedures and document submissions by connecting itself with other information systems within the government.

Europe and North America

Canada

2003 Category 3 Winner

The Neighborhood Integrated

Service Team (NIST)

City of Vancouver

British Columbia, Canada



Description

Empowering citizens by integrating services at the city level to address difficult issues in the residents' communities.

The Problem

Vancouver is the third largest city in Canada, and serves as the gateway to the Pacific Rim. With a budget of \$636.0 million, the city's 8,000 employees provide hundreds of services to an increasingly diverse community of more than 550,000 residents.

The Solution

The Neighborhood Integrated Service Team (NIST) program is the city of Vancouver's initiative helping residents address difficult issues in their communities. These might be issues relating to the infrastructure, waste removal, noise management, crime control, health services or safety. The NIST program mission statement is "to lead, to provide and to facilitate integrated community-based service delivery". In a nutshell, NIST takes city government to the streets.

The program was developed in 1994 and implemented in 1995. It is based on two simple premises:

- Local problems should have local solutions; and
- Cooperation and information sharing are essential to achieving effective solutions.

The program established 16 Neighborhood Integrated Service Teams (NISTs), which helped Vancouver residents solve a variety of problems in their communities. More than 200 municipal employees participate in the 16 teams, each of which represents a particular area of Vancouver. The teams include police officers, firemen, city engineers and planners, community organizers, librarians, healthcare professionals and social workers. These city officials work together, sharing information and coordinating their efforts to solve problems in a holistic and multidisciplinary manner. The teams meet regularly in and with their communities.

The NIST program is a unique and effective model of service delivery for Vancouver. Not only has it resolved dozens of difficult problems for Vancouver residents in the eight years since its inception; NIST has also succeeded in breaking down barriers between city departments, improved inter-departmental communication and cooperation, and empowered citizens who have participated in the process.

For more information, please visit:

www.canada.com/cityguides/vancouver/index.html

Europe and North America

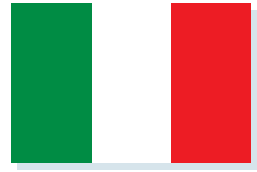
Italy

2003 Category 3 Winner

Efficiency in the Administrations (PADEA)

(Riforme e Innovazioni nella pubblica amministrazione)

Department for Public Administration, Italy



Description

Creating a Department open to innovation in public administration.

The Problem

Public administration reforms in Italy were centralized and did not address the needs of citizens and businesses.

The Solution

The *Department for Public Administration* was set up in 1983 as part of the Prime Minister's Office in response to the modernization needs of the Italian public administration. Renamed "*Public Administration Department for Efficiency in the Administration*" (PADEA) in 2001, the department is responsible for innovation and efficiency in public administration.

Although the administrative system has seen some reforms in the past decade, changes in the institutional and administrative environment increased the demand for further reform. For example, the European Union has assumed several important administrative functions, while others have been transferred from the state to the regional and local bodies. At the same time, the need to improve the conditions of the private sector and the marketplace has been growing.

In response to these challenges, PADEA has gradually been transformed into a facilitator for cooperation between administrative institutions, and a centre for administrative innovation. Today, PADEA is committed to continuing the dialogue with various governmental agencies. The general objective for all stakeholders is to achieve a consensus and bring about innovation in a smooth, organic way.

PADEA has sponsored three different projects aimed at creating a network of operators, who actively collaborate for the improvement of public administration and services. The operators compare and share good practices and are encouraged to adopt the latest management techniques used in the private sector. PADEA has created a knowledge management and diffusion system through websites dedicated to the three main projects, where the interested parties obtain information and exchange experiences:

- The Quality and Efficiency Project is a plan of collaboration with major business organisations for the establishment of working groups to promote efficiency and quality in public administration;
- The Governance Project is aimed at initiating collaboration between ministries, regions, and local bodies to plan and implement systems that facilitate effective public administration; and
- The Cantieri Project provides coordinated central government support for innovation in the public sector.

Today, PADEA is committed to promoting and introducing modernization processes in public administration through consensual methods. The objective is for innovation of the administrative system to become a shared goal amongst stakeholders rather than it being perceived as a centrally imposed change. Local authorities have begun to come together to share their know-how and expertise or to exchange experiences gathered in specific fields. Training seminars, distance learning, and the establishment of professional communities are central to the spread of the initiatives. With this in mind, PADEA has initiated an important program for strengthening two of its principal training institutes, SSPA (School of Public Administration) and Formez, which are directly involved in the implementation of the three projects.

For more information, please visit: www.funzionepubblica.it

Latin America and the Caribbean

Chile

2003 Category 3 Winner

Servicio de Impuestos Internos (SII)

Internal Revenue Service of Chile



Description

Innovating the tax system so that filing taxes becomes easier and less costly for all citizens.

The Problem

The government was faced with the challenge of making the tax structure easier to comply with, and lowering the operational and processing costs.

The Solution

The Internal Revenue Service of Chile (SII) has developed a unique means of using an e-government application, which encourages compliance with filing requirements, lowers costs, and increases trust in government. Unlike most online tax sites, the Chilean site automatically calculates taxes for each taxpayer, based on information already on file. Users then have the opportunity to accept or modify the existing form.

In 1993, the SII undertook a fundamental change in its modernization process by adopting open information technologies (TCCP/IP in network protocols and UNIX incorporated systems) and relational databases. In 1995, the SII adopted the internet as a platform for interacting with taxpayers, and for its internal use. In October of that year, the SII website was launched (*www.sii.cl*).

In 1997, a fundamental change took place – the first online transactions were processed, allowing taxpayers to access directly the SII databases to check on the status of their tax dues. As the next step, the PIN codes for each tax payer were introduced, allowing users to check on the status of their fiscal statements.

When first launched, the SII website served primarily as a provider of information, introducing an easier way to comply with fiscal obligations. Since 2001, citizens were provided with an access to the *Proposed Income Tax Return*, which is prepared by and placed on the website of the Internal Revenue Service of Chile or the Servicio de Impuestos Internos de Chile (SII). Taxpayers can confirm or modify the form, sending it through the internet to the SII.

This innovation has had a large impact on approximately half of all taxpayers required to submit the Annual Income Tax Return (roughly 2,100,000 contributors),

saving them from having to fill in the declaration themselves. The new system prevents miscalculations or omission errors that can be subject to fines imposed by the SII. The innovation has made it easier to collect fiscal dues, and produced savings for the SII, which no longer needs to spend resources on data entry and needless audits, thereby increasing its effectiveness.

The central aspect of SII's function involves the management of large quantities of information. In this sense, the effectiveness of different processes largely depends on the adequate administration of the information involved in taxpayer registry, the registry and audit of filed documentation, periodic tax filing and tax collection, etc. With this in mind, the SII puts an emphasis on the development of adequate support services.

In April 2000, an option to pay fiscal dues via internet was introduced. One year later, in April 2001, a fundamental landmark was achieved, when the SII website started offering other transactions, such as the *Proposed Income Tax Return forms*. Roughly 60% of all taxpayers required to file in 2002 used the newly available web application while filing their income tax statements. This innovation made a significant impact on the simplification of tax filing system, and significantly reduced the associated costs.

One of the most important lessons learned through this initiative is how an already available resource – in this case previously collected data – can be creatively used to provide a valuable service to a significant portion of the population. Tax administrations often have the tendency to focus more on prevention of tax evasion and development of control systems, rather than on assisting the taxpayer. The SII initiative aims to support compliance with the fiscal regulations by making the filing process simple and readily accessible. By displaying the income information on file, the SII relies on the taxpayers to declare additional sources of income, promoting mutual trust.

For more information, please visit: www.sii.cl

Western Asia

Lebanon

2003 Category 3 Winner

Education Centre for Research and Development

Lebanon



Description

Reforming the educational system to respond to the evolving needs of the employment market by creating an Education Centre.

The Problem

To reform the educational structure in Lebanon.

The Solution

The Education Centre has created a new structure based on the principles of clarity, flexibility, and compatibility. The reform increases students' freedom of choice and facilitates flexibility in changing between areas of interest. It also welcomes financial sponsorships by private companies and improves the education system's ability to respond to the needs of the employment market. The new teaching structure is expected to have positive impact on the educational sector as a whole, including the students and those employed in the field.

For more information, please visit: www.crdp.org

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.

As mentioned by the Deputy Secretary-General of the United Nations, Dr. Migiro, 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 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 awarded institutions became more prone to innovation, 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. Besides, many innovations are either replicated, or studied so that the process may be replicated by others. For more information about the UNPSA media coverage since 2003, please go to: www.unpan.org/dpepa_psaward.asp

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 neighboring 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 ser-

vice, 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.

Établissement 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.

- **Promotion of 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.
- **Monitoring the implementation of innovation:** 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.

