



Innovations in Governance from around the World

**Success Stories from the Winners of the
United Nations Public Service Awards**

Fifth Anniversary (2003-2007)

Department of Economic and Social Affairs



**United Nations
New York, 2007**

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In elaborating the chapters related to the UNPSA winning initiatives, we have relied on the information contained in the submission forms of the Awards' annual competition, on UNDESA reports of technical meetings on innovation that won the UNPSA, and on information from the official web-sites of the public organizations that won the Awards. Moreover, for the years 2003 to 2005, we have relied on the information contained in the Compendium of Best Practices issued by DPADM in 2006.

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Foreword

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 to 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 the Mediterranean region which is being spearheaded by the Programme for Innovation in Public Administration in the Mediterranean Region - InnovMed as part of the innovations programme of the Division for Public Administration and Development Management of 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, which is managed by DPADM/UNDESA. It was launched in 2002 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, we need 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. We believe that 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. First and foremost, good government 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 UN Member States interested in innovation in governance with useful information and knowledge about practices that have worked on the ground.

In light of the above, the publication is divided into three main parts. The first part gives an overview of what the UNPSA is, who and how to apply, and highlights key aspects of the selection process. The second part of this publication provides a description and brief analysis of the UNPSA winners' successful practices from 2002 to 2006. The Third Part looks at the winners' successful stories for

the year 2007 and takes stock of some important lessons learned after five years of the Programme's inception. Finally, it presents key findings on the positive impact that the UNPSA has on further promoting and sustaining innovation in government among its winners.

As we celebrate the Fifth Anniversary of the United Nations Public Service Awards, we hope the following pages will inspire all of you to join us in the effort to innovate to make a difference for better governance. We also look forward to continue discovering and rewarding innovations in governance and public administration around the world.

A handwritten signature in black ink that reads "Guido Bertucci". The signature is written in a cursive, flowing style.

Guido Bertucci, Director
Division for Public Administration and Development Management
Department of Economic and Social Affairs
United Nations

PART ONE

United Nations Public Service Awards: An Overview

Chapter I

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

“By working together, we can reinvent government in ways that matter to ordinary people everywhere, and thereby secure their trust.”

Ban-Ki-Moon, United Nations Secretary General

1. What is the UN 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 UN 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. This chapter provides an overview of the rationale for establishing the UN Public Service Awards, as well as its objectives, the categories and criteria of its annual competition, and its selection process.

2. Why was the UN Public Service Awards Programme established?

The quest for improving public sector performance

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 world economy.

Overall, governments are faced with 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 important, they must respond more adequately to citizens’ demands for greater participation.

Although government is still central to 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 organizational structure, practices, capacities, and how they 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 of improving 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 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 the Member States’ efforts to improve public sector performance. The importance of this international recognition has later been recalled in 2005, when the UN 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 (UN, 2003, A/RES/57/277).

2. 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 Nations 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 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 1 – United Nations General Assembly Resolution Establishes 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,

1. *Takes note* of the report of the Secretary-General on the role of public administration in the implementation of the United Nations Millennium Declaration;¹
2. *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,² 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;
3. *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;
4. *Expresses its deep appreciation* for the generous offer of the Kingdom of Morocco to host the fourth Global Forum, at Marrakesh, in December 2002;
5. *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;
6. *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;
7. *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.

3. What is the overall purpose of UNPSA?

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

- a) 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;

- b) To collect and disseminate successful practices and experiences in public administration in order to support efforts for improvements in country level public service delivery;
- c) 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;
- d) To enhance professionalism in the public service in 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.

4. 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.

5. What are the Eligibility criteria?

All Public organizations/agencies at national and sub-national levels, as well as public/private partnerships and organizations performing outsourced public service functions, are eligible for nomination. The United Nations Public Service Awards take 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 organizations, professional associations, etc. Purely scientific innovations, e.g. in medical or environmental science, do not qualify for the United Nations Public Service Awards.

Box 2: United Nations Public Service Awards in Brief

Who is eligible? All public organizations/agencies at national and subnational levels, as well as public/private partnerships and organizations performing outsourced public service functions, are eligible for nomination. Self-nominations are not accepted.

How to apply? An application form must be completed online at www.unpan.org/dpepa_Psaward.asp, and only online nominations are accepted. Nominations are due in the fall of each year in one of the six United Nations official languages, namely, Arabic, Chinese, English, French, Russian, or Spanish.

How are winners selected? On receipt of the applications, the Division for Public Administration and Development Management pre-selects nominations and shortlists candidates, who are asked to submit additional information, including a cover letter, letters of reference, and supporting documents (e.g., evaluation and audit reports, results of client surveys). Shortlisted candidates are subsequently considered by the United Nations Committee of Experts in Public Administration (<http://www.unpan.org/cepa.asp>). The Committee advises the United Nations Secretary-General concerning the winners of the Award.

Exceptionally, the 2007 UN Public Service Awards was celebrated at the UN Office in Vienna during the Seventh Global forum on Reinventing Government

6. What are the Categories and Criteria for selection?

The categories and criteria for selection are hereafter described by year. For the years **2003 and 2004**, the categories of the awards competed for were:

- Improvement of public service results;
- Improvement of the quality of the public service process
- Innovations in public service; and
- Application of information and communication technology in local government.

For the **2005** awards, the categories have been readjusted to:

- Improvement of transparency, accountability, and responsiveness in public service;
- Improvement of the delivery of services; and
- Application of information and communication technology in government.

For the year **2006**, the awards were given in three categories:

- Improving transparency, accountability, and responsiveness in the public service;
- Improving the delivery of services; and
- Application of Information and Communication Technology (ICT) in Government: e-Government.

In **2007**, the United Nations Public Service Awards were given in the following three categories:

- Improving transparency, accountability, and responsiveness in the Public Service;
- Improving the delivery of services; and

- Fostering participation in policy-making decisions through innovative mechanisms (e. g. utilizing ICT, participatory budgeting, participatory/ social auditing and monitoring, and others).

The readjustment of the categories is a reflection of the thinking process that has been ongoing since the launching of the awards. The focus has been not only on implementing the awards process and ceremony but also on how to make improvements in the Awards Programme itself. The Awards Criteria in 2007 and 2008 are the following.

Category 1
Improving transparency, accountability, and responsiveness in the Public Service

CRITERIA	DESCRIPTION
Promotes transparency	Creates mechanisms to increase the public's ability to observe, monitor and analyze government decision-making and processes. The mechanisms can be documentary, face-to-face, meetings, and/or electronic.
Promotes accountability	Utilizes documentation in various forms which can serve as evidence of a government's conformity to legal, procedural and fiscal requirements, and improves processing of complaints and handling of grievances.
Promotes responsiveness	Enhances the monitoring and filtering of public opinion and the views of concerned sections of the community, and includes an obligation to share information and demonstrate openness through consultative mechanisms with the public.
Promotes equity	Extends service delivery to vulnerable groups and/or enables service delivery to a wider population particularly through mechanisms that promote social inclusion relating to gender equality, cultural diversity, the youth, elderly, disabled and other vulnerable populations.
Transforms administration	Involves transformation within a large framework rather than incremental improvements. Innovative methods, tools and techniques, in the context of a given country or region, are applied to themes such as modernization, change of organizational culture, administrative reforms or the overhaul of government service delivery procedures.
Introduces a new concept	Introduces a unique idea, distinctively new approach to problem solution, or unique policy or implementation design, in the context of a given country or region, for transparency, accountability and responsiveness in the Public Service.

Category 2
Improving the delivery of services

CRITERIA	DESCRIPTION
Increases efficiency	Streamlines processes, reduces red tape, and improves coordination and other measures increasing efficiency. An increase in efficiency must be supported by quantifiable indicators, surveys, questionnaires, etc.
Provides high-quality service delivery	Provides timeliness, courtesy, access and client-orientation in public service delivery. Includes the availability of government services at times and in ways that are more convenient to the public, speedy processing of applications or claims, reduction in the amount of paperwork and other activities citizens must perform in order to demonstrate compliance.
Transforms administration	Involves transformation within a large framework rather than incremental improvements. Innovative methods, tools and techniques, in the context of a given country or region, are applied to themes such as modernization, change of organizational culture, administrative reforms or the overhaul of government service delivery procedures.
Introduces a new concept	Introduces a unique idea, distinctively new approach to problem solution, or unique policy or implementation design, in the context of a given country or region, for transparency, accountability and responsiveness in the Public Service.

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

CRITERIA	DESCRIPTION
Promotes responsiveness	Enhances responsiveness of government to the demands and needs of citizens; favours the inclusion of the views of concerned sections of the community in public affairs; and demonstrates openness through consultative mechanisms with the public.
Promotes participation through new institutional mechanisms	Implements new processes and institutional mechanisms to channel the demands and views of citizens. This may include decision-support systems, government networking, and consultation mechanisms leading to more effective policymaking and implementation as well as holistic and “horizontal” approaches to public service delivery and management.
Facilitates e-Participation	Enables governments – policy makers and public officials – to

	better interact with the public, particularly individual citizens, and allows citizens, for instance, to better express their needs, participate in and influence policy-making; comment on policy implementation; provide feedback on government services (on and off-line services); and file complaints.
Introduces a new concept	Introduces a unique idea, distinctively new approach to problem solution, or unique policy or implementation design, in the context of a given country or region, for greater participation of citizens in policy-making decisions, particularly the poor.

7. 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, a pre-selection assessment of the nominations, selection of the winners, verification and announcement of the winners, and 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 in fall of each year.

Step 2 - Upon reception of the applications, the Division for Public Administration and Development Management (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 (<http://www.unpan.org/cepa.asp>). After due consideration, the Committee advises the UN 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 UN Secretary-General, in consultation with Member States, and approved by the Economic and Social Council.

For more information on CEPA, click here: <http://www.unpan.org/cepa.asp>

1. A process of verification and validation is implemented to ascertain congruence between the nomination documents and what happens on the ground.
2. The CEPA submits its recommendations concerning the winning cases to the UN Secretary-General for declaration of the winners.
3. 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 certain number of questions, and a mark is given for each question.

8. Awards Ceremony on UN Public Service Day

Winners of the UN Public Service Awards are celebrated every year at United Nations Headquarters on 23 June and awardees are invited to participate in the ceremony. The UN General Assembly, in its Resolution 57/277, designated 23 June as Public Service Day (A/RES/57/277). The UN 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 UN web-site at <http://www.un.org/>

The Award

The Winners of the UN Public Service Awards receive a United Nations certificate of recognition and they are awarded with the prestigious UN Awards Trophy. Please click here to view the certificate and trophy: <http://www.unpan.org/images/body/PSAwards-large.jpg>

Information regarding the past Ceremonies of UN Public Service Day is available online at: http://www.unpan.org/dpepa_psaward.asp section on public service day

9. 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 Centers 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 UNPAN web site (www.unpan.org).

The list of UNPAN partners and UNPAN members can be found at the following links:

<http://www.unpan.org/discover.asp>

<http://unpan1.un.org/intradoc/groups/public/documents/un/unpan015896.pdf>

An information exhibition about UN Public Service Awards, targeting delegates of permanent missions and other relevant individuals (NGOs, UN staff members involved in the public administration field, etc.) has been organized in the United Nations the day before the 2006 Ceremony. A brochure aimed at increasing publicity about the Awards has been drafted and widely distributed on this occasion. This brochure will be distributed in each international or regional conference, meeting or forum organized by the Division or to which it takes part. To see the brochure, please visit:

<http://unpan1.un.org/intradoc/groups/public/documents/un/unpan023511.pdf>

Finally, the Division also requires winners to publicize around them and through the media the Award they received, in order to further promote UN 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 could be ensured, for example, through press releases and interviews in magazines, newspapers, etc.

PART TWO

Successful Stories of the United Nations Public Service Awards' Winners

(2003-2006)

Chapter II

2003 UNPSA Winners' Successful Stories

1. Overview of the 2003 winning initiatives

For the year 2003, a total of 81 nominations were received. Out of this number, 14 nominees were selected. The winning public organizations were from the following countries: Greece, Singapore (won two awards), Oman, Bolivia, Spain, Egypt, Mexico, Italy, Canada, Zambia, South Korea, Lebanon, and Chile.

The recipients of the 2003 Public Service Awards are as follows:

Category One: Improvement of Public Service Results

<i>Region</i>	<i>Country</i>	<i>Institution</i>
Europe & North America	Greece	Ministry of Interior, Public Administration and Decentralization For "Call Centre 1502"
Asia & the Pacific	Singapore	National Trust Council and TrustSg Programme For "Infocom Development Authority of Singapore"
Western Asia	Oman	Muscat Municipality For "Cleanliness of Muscat"
Latin America	Bolivia	National customs Service Of Bolivia Aduana Nacional de Bolivia

Category Two: Improvement of the Quality of the Public Service Process

<i>Region</i>	<i>Country</i>	<i>Institution</i>
Europe & North America	Spain	Ayutntamiento de Alcobendas For "ITACA Proyecto"
Africa	Egypt	Ministry of State for Administrative Development For "Improvement of administrative machinery"
Asia & the Pacific	Singapore	Ministry of law, Legal Policy Division for "the Polygon of Good Laws"
Latin America	Mexico	State of Tamaulipas For "Integral Development of the Family System in Tamaulipas"

Category Three: Innovations in the Public Service

<i>Region</i>	<i>Country</i>	<i>Institution</i>
Europe & North America	Italy	Public Administration Department for Efficiency in the Administrations For "Coordination Centre for Innovations in administrations"
	Canada	City of Vancouver For "Neighbourhood Integrated Service Teams"
Africa	Zambia	Patents and Companies Registration Office For "Neighbourhood Integrated Service Team"
Asia & the Pacific	South Korea	Public Procurement Service For "PPS"
Western Asia	Lebanon?	Centre
Latin America	Chile	Servicio de Impuestos Internos (SII) For the website of the Service

2. 2003 UNPSA Winners' Achievements

A summary of the achievements and contributions to innovation in government made by the winners of the 2003 UNPSA is hereafter presented by category and region.

Category 1: Improvement of Public Service Results

Obtaining official documents made easy by integrating services into a "One-Call-Shop"

Ministry of Interior, Public Administration and Decentralization, Greece For "Call Centre 1502"

The Challenge:

Before 1998, physical presence was required for obtaining various documents like birth certificates, passports etc. This was especially difficult for the disabled and elderly and people living in remote areas.

The Solution:

The 1502 Call Center, which gives citizens the opportunity to submit applications to authorities over the phone, was first launched in February 1998. Initiated by the Directorate of State – Citizen's Relationship 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; however that number has later increased to 21. By the end of 2001, citizens submitted more than 870,000 applications, and

as of 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 predominantly asked for are: criminal/police records (30%), recruitment status (15%), birth, death, marriage and family status (10%) and passports (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 is immediately transmitted on-line 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 passports, various documents are required which the citizen needs to provide to the competent service.

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 compensation.

The Ministry has made special arrangements with OTE and the Postal Services in order for the prices of the services to be affordable for the public. Through OTE and the Postal services partnerships with state agencies, and using simple and 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 Center of Public Administration assessed user satisfaction and found that:

- 82 per cent said they were satisfied with the delivery time;
- 94 per cent received the requested documents in a timely fashion;
- 88 per cent expressed an overall satisfaction with the operation of the system;
- 95 per cent agreed that the initiative was very useful; and
- 98 per cent said they would use the system again.

In 2004, a new law (Law 3242/04) was introduced to simplify administrative procedures. The law provides that several official documents within 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 or her status. Instead, the employers would have to conduct these inquiries on their own.

So far, the new law applies to 26 certificates, which could gradually diminish the necessity for the public to use the 1502 Call Centre. Whenever citizens do need documents, however, the call centre still makes the process simpler, faster, and easier.

For more information, please go to: <http://www.ypes.gr>

Building confidence amongst businesses and consumers so as to spur e-Commerce growth in Singapore:

**National Trust Council and TrustSg Programme, Singapore
For “Infocom Development Authority”**

The Challenge:

To encourage accreditation of reliable websites through the use of trust marks and third-party certification processes.

The Solution:

The process started with the formation of the industry-led National Trust Council (NTC) and the conceptualization of the TrustSg Program, a nationwide trust mark initiative. The National Trust Council (NTC) was formed in March 2001 to ensure that relevant concerns for industry are addressed.

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 be given the authority to award the TrustSg seal to the worthy online businesses within their industry. NTC, with the support of IDA, has also put in place an effective dispute resolution process. ACOs under the TrustSg Program are required to formulate a dispute resolution mechanism for disputes involving its accredited businesses and consumers. The dispute resolution mechanism must include either internal procedures for resolution of complaints or other procedures to advise and facilitate the relevant parties in seeking Alternative Dispute Resolution (ADR). NTC is charged to specifically look into areas of trust marks, risk and fraud management, as well as best 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 thought leadership and best e-business practices for trusted ecommerce environment;
- develop a Risk Management Framework to reduce breaches in information security in ecommerce transactions;
- identify and make recommendations for policies to promote trust and reduce fraud in ecommerce transactions; and
- enhance consumers’ and businesses’ confidence in e-commerce through seminars, case studies and research.

The strategic goal of the Infocomm Development Authority (IDA) is to cultivate a vibrant and competitive infocomm industry in Singapore, one that attracts foreign investment and sustains long-term GDP growth through innovative infocomm technology development, competitiveness of Singapore.

IDA seeks to achieve this objective in its role as the infocomm industry champion, the national infocomm master-planner and developer, and the Government CIO:

- **The Infocomm Industry Champion:** One of IDA's key responsibilities is creating a conducive, innovative, and competitive Infocomm environment that is both pro-consumer and pro-business. The IDA develops policies, standards, codes of practices and advisory guidelines for the Infocomm industry. One main objective is to encourage effective competition in the telecommunications market in Singapore. It also monitors local and global Infocomm market trends, developments and regulatory measures, while remaining technology neutral, to ensure that Infocomm policies and regulatory frameworks remain effective and relevant in a dynamic and rapidly changing world.

- **The Infocomm Master-Planner and Developer:** Singapore has an international reputation for the effective use of Infocomm technology to drive economic development and social growth. As part of the Infocomm master-planning for Singapore, IDA ensures that a robust national Infocomm 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 Infocomm infrastructure that comprises 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 Infocomm technology as a key enabler to enhance Singapore's economic competitiveness. It works with both public and private organizations to spearhead the strategic use of Infocomm, encouraging innovation as well as research and development in emerging areas like digital media. IDA has an excellent track record for master-planning Infocomm projects for the government. It also works with the industry to harness Infocomm technology to enable development in education, healthcare, manufacturing, logistics, tourism, entertainment and finance.

- **The Government CIO:** The IDA functions as the Chief Information Officer (CIO) for the Singapore Government. In this capacity, it helps in the running of an effective and efficient government to serve the needs of citizens and businesses. As the Government CIO, the IDA is responsible not just for master-planning, but also for project-managing and implementing various Infocomm systems and capabilities for the government. It oversees IT standards, policies, guidelines and procedures for the Government, and manages the Infocomm security of critical Infocomm infrastructures. This key role involves conceptualising, developing, implementing and managing Government-wide IT infrastructure and application systems.

For more information, please go to: <http://www.ida.gov.sg>

Dealing with the issue of urban cleanliness by providing and maintaining the highest level of cleanliness in the city:

Muscat municipality, Oman
For “Cleanliness of Muscat Municipality”

The Challenge:

Apart from being the social picture that reflects the culture of the people, cleanliness is also a health and environmental sanctuary protecting the communities from diseases and epidemics harmful to the public health in the event of declining hygiene among the people.

The Solution:

Muscat Municipality, along with other government units, started in the early seventies to implement plans that aim at developing and modernizing the city, extending the roads and bridges, expanding the network of lighting and green spaces and constructing public parks and utilities and decorative monuments. The municipality’s responsibility did not stop at just implementing these projects and equipping itself with the latest technology; on the contrary, it continues to maintain the highest level of cleanliness and provide whatever is required to maintain and preserve these important utilities. Thus, Muscat became a model and example of beauty and cleanliness dazzling the residents and visitors alike.

Specifically, it has adopted measures to ensure a high standard 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 cleanliness, keeping roads clean, and giving attention to timely collection and disposal of garbage.

The subject of cleanliness is the top priority facing those responsible for the cities. This subject takes a special place in view of the cities’ expansion thus attracting the people to live and work therein, forming a phenomenon of our modern time, and transforming the cleaning services into a difficult challenge. The concentration of large numbers of people in a demographically restricted area, and in one place in the midst of daily consumption habits, results in waste that requires the service of a fully army of cleaners. The difficulties lie not only in the collection of garbage, considering the population’s habits in the cities and the waste generated, cleaning services are facing big problems and challenges in disposing of the waste in a proper manner, in order to reduce its environmental and health problems to a manageable level and avoid its hazards. 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 go to: www.mm.gov.om

Introducing a client oriented service culture by reforming intensively the country's Custom Administration:

**National Customs service of Bolivia, Bolivia
For "Aduana Nacional de Bolivia"**

The Challenge:

Early in 1998, an IMF mission was sent to La Paz, Bolivia, to produce a diagnosis of the situation of the institution and outline a plan for its reform. The IMF diagnostic concluded that the Bolivian Custom Administration was corrupt and politically driven, operating under a complex legal structure, outdated in its practices and procedures, overstaffed and with more than 300 people working without being registered, lacking in information systems for monitoring and control of operations of foreign trade, lacking in basic infrastructure and equipment and totally devoid of a client oriented approach.

The Solution:

It undertook comprehensive institutional reforms aimed at increasing the efficiency of customs collections, halting the traffic in contraband goods, and facilitating external trade. The core elements of the reform programme include the review of human resources policy and practices, the application of modern technology, the streamlining of custom tariff, and the 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 change all political appointments for qualified individuals selected through competitive procedures undertaken by private sectors 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 \$US 35 million was collected from the international cooperation (World Bank, Interamerican 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, the 97% of all existing custom's personnel were hired through competitive processes run by mass recruiting private sector firms, all economic agents can process their import or export declaration over the internet, 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 and make more transparent the interface with customs officials. But undoubtedly, one of the most important changes undertaken under the reform process has been the introduction of a client oriented service culture.

Category 2: Improvement of the Quality of the Public Service Process

Improving the relationship between citizens and the municipal government by launching an online portal dedicated to local people's needs:

**Local Council of Alcobendas, Spain
For "Ayuntamiento de Alcobendas"**

The Challenge:

The Municipal Government of Alcobendas in Spain wanted to improve the quality of dialogue between the citizens and the Administration, 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 employees in the public service.

In 1997, the initial stages of ITACA were drawn up, and in 1999 the project was formally launched. In 2003, the second stage of the ITACA followed shortly after 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 ID cards 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 increase 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 handle many more citizens' 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 the citizen's privacy. The improved web portal took advantage of internet technology, which 34 per cent of the municipality's population, excluding students, already accessed regularly, to extend 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, integrating information and services for citizens, enlarging and decentralizing existing offices (where possible), and expanding 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 go to www.alcobendas.org

Providing faster service to citizens by Automating Service Request procedures:

“The Ministry of State for Administrative Development” (MSAD), Egypt.

The Challenge:

Citizens had to queue for hours during working 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 out, 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. The objective is 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 how it delivers services to customers by introducing new technologies such as voice mail service, automated fax services, and the use of the internet for requests.

Depending on whether one is within or outside greater Cairo, or even an expatriate, three different service numbers can be used to request services or make inquiries. This system also applies when requesting various applications, forms, which citizens can then have sent directly to them by an automated fax service.

Citizens can also use the Ministry's website to obtain a variety of government services. This efficient way to obtain information and services has since been greatly extended by the government E-government portal.

Improving services depended on three basic approaches:

- integrating required papers and documents from citizens and eliminating duplication;
- Specifying the required fees according to laws and regulations, thereby requesting only the minimum rate and ensuring that this 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 (Arabic/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 go to: www.edara.gov.eg Transforming public institutions into efficient entities by providing social assistance to the vulnerable (families, disabled):

State of Tamaulipas, Mexico

For "Integral Development of the Family System of the State of Tamaulipas"

The Challenge:

The Government faced the challenge of providing social assistance and support to vulnerable sections of society.

The Solution:

The Integral Development of the Family System in Tamaulipas (DIF) is a government institution that provides support to the vulnerable sections of the society. Its actions are targeted at families, especially 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.

Its social policy making is aimed at promoting the generation of a new intergenerational culture. It devoted particular attention to specific demands from the different generational population groups. Providing social coverage to most sectors of society is considered as a main target and its aim is to reduce inequalities. The DIF Tamaulipas helps around 300 thousand people per year. Its infrastructure allows covering all the State through 43 offices that are spread in every borough of Tamaulipas.

For the past three years, the DIF Tamaulipas has undergone a radical change in the coverage of its programs and the increase in its benefits. This has been possible due to institutional efficacy guided to quality roles. In August 2001, DIF Tamaulipas was the first institution to be certified in ISO 9001 system in Mexico under version 2000. The certificate includes 6 central processes, sub-processes in the nutritional programs area to the juridical area, the rehabilitation center and a special education and management process.

The initiative of the General Directorate has resulted in the efficient use of the public resources and increased benefits. The quality has been maintained, a new information system has been introduced and institutional reengineering has taken place. The initiative has resulted in the following changes:

- 1) Reduction in costs,
- 2) Transparency in the administration of resources and services,
- 3) Creation of a client-oriented culture (in substitution for the bureaucratic culture) and

4) Extension in the coverage of social programs.

DIF Tamaulipas has demonstrated to society that it can radically transform the official institutions and reach the same standards of quality that private sector organizations have.

For more information, please go to http://www.un.int/mexico/2003/interv_062303_ing.htm

Category 3: Innovations in the Public Service

Reducing the cost of doing business by privatizing the Patents and Companies Registration Office

“Patents and Companies Registration Office” (PCRO), Zambia

The Challenge:

In 1995 the Government instructed the Permanent Secretary of the Ministry of Commerce, Trade and Industry to commercialize the department's operations to raise its own financial resources, to fund its entire budget without any dependence on the central treasury and to upgrade the quality of its service delivery.

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 service delivery. 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 precedent, to implement the government directive to fully privatize the departments 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 a visibility study of the project and they recommended that privatization was 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 sponsored in the first phase by the World Bank Financial and Legal Management Upgrading Project (FILMUP).

The PCRP has three main priorities:

- The first one is building self-training capacity. The mandate to commercialize the department with 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 for 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 in hiving the department off the civil service was the immediate relocation of offices from the Ministerial office block. The need to relocate was also a

condition precedent for counterpart input expected of the government in an agreement with the Norwegian Government, through NORAD for the computerization of the office.

- The third was the establishment of a viable institution with its own processes and system of internal control. As a consequence of relocation of 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 Account Unit and Administrative Unit to look into matters of management of material and human resources, which prior to this, had been preserved of the parent ministry.

One of the several changes experienced from the achievements is 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 inception of privatization, measures had been instituted to shorten the service turn-around time, and attend promptly to clients' concerns. Two days was the longest period recorded by which the office expected to delay any application in a queue if there were no complications in the application submitted.

Service delivery was further enhanced by harnessing ICT. The electronic database enabled the office a faster retrieval of information for both the use of the office 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 organization's own office block saved the organization over US \$ 80,000 per year which it gave as rent. For a small organization with no financial assistance from the Central Treasury, this saving released an enormous resource for the organization of meetings other needs of the organization.

For more information, please go to: www.pacro.org.zm/, www.pacro.org.zm/lco.html

Empowering citizens by integrating services at the city level to address difficult issues in the residents' communities:

City of Vancouver, Canada For "The Neighborhood Integrated Service Team" (NIST)

The Challenge:

Vancouver is the third largest city in Canada, and serves as the gateway to the Pacific Rim. With a budget of \$636 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 a City of Vancouver initiative that helps residents address difficult issues in their communities. These might be issues relating to buildings, garbage, noise, illegal activity, health 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;
- Cooperation and information sharing are essential to an effective solution.

It established 16 Neighborhood Integrated Service Teams (NISTs), which helped Vancouver residents, solve wide-ranging problems in their communities. The program was developed in 1994 and implemented in 1995. Among these are policing, fire protection, library, parks and recreation, street maintenance, garbage collection and recycling, permits and licensing, and animal control services.

More than 200 City staff sit on 16 teams, each of which represents a particular area of Vancouver. These teams comprise staff drawn from various departments such as the Police, Fire, Engineering, Planning, Permits and Licenses, community centers, libraries, as well as outside agencies such as health and social services. These City officials work together, sharing information and coordinating their efforts to solve problems in a holistic and multi disciplinary 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 it has existed, NIST has also succeeded in breaking down barriers between/among City departments, improved inter-departmental communication and cooperation, and empowered citizens who have participated in the process.

For more information, please go to: www.canada.com/cityguides/vancouver/index.html

Creating a Department open to innovation in public administration:

Department for Public Administration, Italy (currently named *Riforme e Innovazioni nella pubblica amministrazione*)

For Efficiency in the Administrations (PADEA)

The Challenge:

Public administration reforms in Italy were formal and did not address or respond to the needs of citizens and businesses, especially given the differences at the local level.

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 Administrations*" (PADEA) in 2001, the Department traditionally has been a central authority within the State, governing public administration through unilateral acts such as laws, regulations and circulars.

Although there have been reforms in the past decade, changes in the institutional and administrative system increased the demand for further reform. For example, the EU has assumed several important functions, and others have been transferred from the State to the regions and local bodies. At the same time, the call for improving the conditions of the private sector and the market has been growing.

In response to this call for reform, PADEA has gradually been transformed into a facilitator for cooperation and understanding between administrative institutions, as well as coordination centre for administrative innovation for citizens and businesses.

Today, PADEA is committed to modernizing its functions through consensual methods, encouraging various government agencies to work together to reach agreement. The objective is for all stakeholders of any innovation to share goals rather than perceive them as rules imposed on them.

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 exchange 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 organizations for the establishment of working groups to promote efficiency and quality in public administration.
- The Governance project is aimed at initiating agreements among ministries, regions, and local bodies to plan and implement systems that facilitate effective public administration.
- The Cantieri Project provides coordinated central government support for innovation in the public sector.

Today, PADEA is committed to promoting and planning modernization processes in public administrations through consensual methods such as agreements and understandings, based on the participation of administrations concerned. The objective is for innovation of the administrative system to become a shared goal amongst stakeholders rather than rules imposed from in a top-down fashion. Local authorities have begun to come together to share know-how and experiences or to communicate specific expertise and abilities achieved in specific fields. Training through seminars, distance learning, and professional communities is also central to the spread and transferability of the initiatives. In the this regard, PADEA has initiated an important program for strengthening two of its principal training institutes, SSPA (School of Public Administration) and Formez who are directly involved in the implementation of the three projects.

For more information, please got to www.funzionepubblica.it

Introducing an electronic procurement system in order to improve procurement services' efficiency:

Public Procurement Service, South Korea.

For

The Challenge:

Public procurement Service (“PPS”) of the Republic of Korea administers procurement of goods and services for around 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. This was essentially an “e-mall”, a combination of an Electronic Data Interchange (EDI) system and an internet shopping mall. This “e-mall” has proved to be a big success. Currently, about 92% of the procurements, involving

24,000 public organizations, flow through this system. The process is greatly streamlined, enhancing efficiencies for both customers and suppliers.

Previously, the PPS was dealing with 4.2 million pieces of documents per year. The introduction of an electronic system reduced the manual handling of documents drastically. This streamlined system is not only much more efficient and effective; it has also proven to be very user-friendly.

The introduction of online bidding, as part of the electronic procurement system, has also improved the efficiency of the entire process. The initial concerns about security were resolved through the introduction of such innovative technology as e-signature and authentication. A very positive result of on-line bidding, couple with participation of external experts, such as NGOs, is the increase in the level of transparency in the whole procurement system. This was very much needed after the recent corruption scandals.

Another strategy involved in the new system is the customer-oriented service.

In addition to the technological innovations, a fundamental shift in the mind-set was introduced to turn the PPS from an ineffective, public sector entity to a lean, customer-focused services provider. Increasing customers' convenience became a mantra. The PPS re-engineered its structure from an item-centered organization to customer-oriented one and started running mobile offices and help desk to bring itself closer to its customers.

The effective change-management has meant the new system has proved to be remarkably sustainable. There is a virtuous cycle element at play: once a system provides a superior service to its users, the users generate positive feedback and this positive feedback encourages the system (i.e. the public servants and the PPS) so strive harder and even better service. Two recent awards, one for best government organization prize and one for customer satisfaction survey, confirm that going back to the old system is not an option at the PPS.

The e-procurement system of the PPS could be utilized in other public institutions in Korea and other foreign procurement agencies with little customization. As of now, the online bidding system is being used by as many as 1,400 public organizations. In addition, G2B system of PPS is an ideal procurement system that has integrated bid notices of public institutions and removed such procedures as redundant registration of document submission by connecting itself with other information systems within the government.

For more information, please go to: www.

Innovating the tax system so that filing taxes becomes easier and less costly for all citizens:

**Internal Revenue Service of Chile
For Servicio de Impuestos Internos (SII).**

The Challenge:

The Government was faced with the challenge of making the tax structure easier for the payers to comply with the requirement to file and also to lower the cost of compliance for tax payers.

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

tax payer, 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 incorporate systems) and relational databases.

In 1995, the SII adopted the internet as a technological platform for interacting with tax payers, and also for internal use. In October of that year, the SII website was inaugurated. (<http://www.sii.cl/>).

Then in 1997, a fundamental change took place, and the SII website took on a transactional character the first online transactions took place, which allowed tax payers to directly access SII databases to consult the state of their annual tax filings on income. Hence, the concept of a secret key code³⁸ for each tax payer was incorporated, which permitted them to gain access to finding out whether their tax return had been accepted without corrections or if it was necessary to appear before the SII for a thorough audit process.

When first implemented, the SII website was used primarily as a means of communicating with tax payers to provide them with different types of information and help them to meet their tax obligations.

Since 2001, naturalized persons subject to the global complementary tax have had access to a *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). Tax payers can confirm this proposal or modify it, sending it through the internet to the SII.

This innovation has had a large impact on approximately half of tax payers required to submit the Annual Income Tax Return (roughly 2,100,000 contributors), saving them from having to do this declaration themselves. In this way, miscalculations or omission errors that can generate fines from the SII to rectify income tax returns are avoided. The innovation has made it easier for tax and produced savings for the SII, which no longer needs to spend resources on typing and needless audits, thereby increasing its effectiveness at the same time.

A central aspect of SII's substantive functions involves the administration of large quantities of information. In this sense, the effectiveness of different processes largely depends on the adequate administration of the information involved in the tax payer registry, the registry and audit of tax payer documentation, periodic tax filing and collection, and auditing in the basis of information of third parties, among others processes. It particularly depends on how simple and easy it is for users to comply with tax requirements that enable this information to be achieved. With this perspective, the SII has placed special emphasis on the modernization of its information technologies to enable an increase in efficiency and effectiveness of the development of its substantive and support processes.

In April 2000, income tax filing over the internet increased and added a payment option. And one year later, in April 2001, a fundamental landmark was achieved (leading to this application) when the SII website started being used for transactions: the *Proposed Income Tax Return* was created by the SII and placed on its website for the convenience of tax payers. In effect, the *Proposed Income Tax Return* emerged from the large volume of information that the SII captures from third parties through the internet and the information model of the regulation that applies to tax filings. Thus, tax payers (roughly 60% of natural persons required to file in 2002) benefited from the possibility of reviewing

this proposal and, if in agreement, accepting it and thus completing their responsibility to file taxes. Any corrections could be made or amended with additional information held by the tax payer.

This innovation has meant a significant impact for the simplification of tax compliance and a reduction of compliance costs.

One of the most important lessons learned through this initiative is how an internally available resource – information from the “External Vector”³⁹ – can be taken advantage of and creatively used to provide a high value added service to a significant portion of tax payers, while helping them to improve their voluntary compliance. Tax administrations often have the tendency to focus more on preventing tax evasion and developing control systems, than on helping tax payers. Usually, initiatives emphasize polite service and the dissemination of information more than they effectively help users with their errands.

This initiative aims to effectively support compliance with the requirement to file, as only one “click” is needed for the operation to be accepted. By showing the income information that it has on file, the SII makes a show of trust; people filing then know that the Service has only that information and therefore become responsible for declaring additional sources of income.

For more information, please go to www.sii.cl

Reforming the educational structure to respond to the students changing needs by creating an Education Centre:

Education Centre for Research and Development, Lebanon

The Challenge:

To reform the teaching structure and pedagogy 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 go to: www.crdp.org

Chapter III

2004 UNPSA Winners' Successful Stories

1. Overview of winning initiatives

In 2004, a total of 193 nominations were received. Out of this number, 10 nominees were selected for the awards. The winning public organizations were from the following countries: Morocco, Cameroon, South Africa, Australia, Malaysia, Philippines, Canada, Austria, Brazil (Brazil received two awards).

The recipients of the 2004 Public Service Awards are as follows:

Category 1: Improvement of Public Service Results

<i>Region</i>	<i>Country</i>	<i>Institution</i>
Africa	Morocco	Secrétariat d'Etat Chargé de l'Eau For « Programme d'Approvisionnement Groupe en Eau Potable des Populations Rurales » (PAGER)
Europe & North America	Canada	Canada Business service Centers National Secretariat For "Information Service for Business Community"
Latin America	Brazil	General Board for Development of Public Services and Public Service Delivery For "Citizen Assistance Service Centers"

Category 2: Improvement of Public Service Process

<i>Region</i>	<i>Country</i>	<i>Institution</i>
Africa	Cameroon	Ministère de la Fonction Publique et de la Reforme administrative For « AQUARIUM Project »
Asia & the Pacific	Australia	Australian Public Service Commission for « Stronger Accountability and professionalism in Financial and Personnel Management in Australian public service »
Europe & North America	Austria	District Administrative Authority Zell am See For "Administration Reform Project"
Latin America	Brazil	City Hall of Belo Horizonte For "Participatory Budget of City Belo Horizonte"

Category 3: Innovation in the Public Service

<i>Region</i>	<i>Country</i>	<i>Institution</i>
Africa	South Africa	South African Police Service-Limpopo Province For “Mobile Community Service Center”
Asia & the Pacific	Malaysia	National Productivity Corporation For “NPC Interactive e-Benchmark Database for Benchmarking Communities”

Category 4: ICT Application and local e-government

<i>Region</i>	<i>Country</i>	<i>Institution</i>
Asia & the Pacific	Philippines	City government of Naga For “i-Governance”

Category 1: Improvement of Public Service Results

Increasing School enrollment and reducing disease by providing clean water to the rural population:

Secrétariat d’Etat Charge de l’Eau, Morocco

For « Programme d’Approvisionnement Groupe en Eau Potable des Populations Rurales » (PAGER).

The Challenge:

The country was facing the challenge of providing drinking water to remote areas, such as rural areas.

The Solution:

The program PAGER (Program for providing Water to the Rural Population or Programme d’Approvisionnement en Eau Potable des Populations Rurales) was initiated in 1995. Implemented by the Secretariat of State in Charge of Water, the aim is to provide drinking water to 90 per cent of the rural population, which translates to 31,000 villages consisting of twelve million people, by 2007. The cost of the investment is estimated at US\$1 billion, of which the government funds 80 per cent through various means.

Rural communes are responsible for the operation and maintenance of the water equipment, while implementation is undertaken by the Directorate General for Water and the Office National de l’Eau Potable (ONEP). Teams at the provincial level, consisting of three to four technicians, including one liaison, provided technical capability and assistance as well as education in setting up associations and managing the installations.

The implementation of the PAGER has produced dramatic results. The rural population with access to drinking water has increased from 14 per cent in 1994 to 55 per cent at the end of 2003. Apart from the obvious benefits of clean water and adequate sanitation, such as rapidly declining water-related 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 among the State, the rural communes, and the users to implement PAGER. Of the 80 per cent contributed by the State, 25 per cent originated from the general budget, 45 per cent was foreign capital in the form of loans or grants, and 10 per cent was paid by a national fund financed by surtaxes levied on the use of water by urban populations. The 5 per cent contribution by the users might not seem significant, but it was crucial to create ownership among the users and guarantee 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 allowing them to express their needs and opinions on the technical proposals. These proposals were the result of a dialogue taking into consideration the circumstances, resources, and organizational capacities of the rural communities.

The process gave the local community 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.

To secure the sustainability of PAGER, and ensure the successful continuation of this initiative, responsibility for operation and maintenance was given to local communities. 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 go to: www.matee.gov.ma

Addressing the needs of the business community through the creation of a single-window information service delivered across multiple channels aimed at responding to Canadian entrepreneurs' needs:

**The Network of Canada Business Service Centre, Canada
For "Information Service for Business Community"**

The Challenge:

The overarching achievement of the network of Canada Business Service Centers is the simplification of access to government programs, services and compliance requirements for the business community. The Canadian constitution assigns jurisdiction to federal or provincial/territorial levels of government. The result can be a complex jumble of mandates causing frustration and run-around. Entrepreneurs want straight answers from a single, helpful source.

The Solution:

The CBSCs were created to address the needs of the business community, mostly small and medium enterprises, for a single-window information service delivered across multiple channels. In fact it is estimated that 150 000 new businesses are created every year and 2.4 million representing 14 percent of the total labour force are self employed, with 1/5 being new Canadians. Therefore most of new businesses have little knowledge of all regulations and procedures for starting an enterprise. They need a one stop centre with comprehensive and timely information about issues such as: How to start a new business, what are the regulations and legislation in the sector, how and where to apply for financing, how to contact suppliers, how to export; etc..

The CBSCs address this need through a single-window information service delivered across multiple channels. Service that is responsive to the needs of Canadian entrepreneurs 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;
- Service standards and complaints/feedback mechanisms for each access channel.

The CBSCs have a variety of strategies to ensure equity of service access for all entrepreneurs:

- Teletypewriter/Telephony Service for the hearing impaired: Braille, audio and enlarged print format on request; wheelchair friendly locations; graphic-free view capability on web sites;
- Special outreach activities directed to audiences that may be unaware of or uncomfortable accessing government services, e.g., new Canadian and aboriginal entrepreneurs;
- Services are free of charge.

In recent years the CBSCs has grown to become a large network involving all level of government with a database on regulations and other types of information accessible to customers. The CBSCs has also created some online courses to better educate the business community in areas such as elaborating and implementing a business plan, or how to prepare a request for bank financing.

Timeliness, courtesy and access are key principles to CBSC service delivery.

Clients choose their preferred access channel: self-service (web site and web tools) and assisted (toll-free telephone; email; in-person and “Talk to Us”). Service standards pledge emphasizes courtesy, respect, timeliness and accuracy. It is in that respect the CBSCs aims at answering each telephone inquiry within 3 rings and with 1 day for an email request.

For more information, please go to: <http://www.cbsc.org/English/services.cfm#standards>

Innovating in public service delivery by creating a One-Stop-Shop center offering full service to citizens most needed administrative documents:

**General Board for Development of Public services and Public service delivery Brazil
For “Citizen Assistance Service Centers” (SAC)**

The Challenge:

Bahia is the poorest state in Brazil, with 13 million inhabitants, covering 564,273 sq.km and 417 municipalities. Covering the state with public services has always been a challenge, especially by previously “bureaucratic” agencies.

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 delivering of public services. By horizontally integrating functions of public services and forging partnerships with the private sector One-Stop –Shop Centers have been created to offer citizens the services they most need and use.

The SAC are multi-purpose complex with partners ranging from federal, state, and municipal agencies as well as private companies offering services to citizens. They provide quality service to the citizen by assembling public service agencies in the same space, including a common area for support services. It comprises a back-office, a service delivery area where offices belonging to multiple agencies are displayed, an area for ancillary services, and a reception to identify, organize the demand for each service and help citizens in any eventuality. They have been placed in convenient locations for the public 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 that provide the most demanded services like issuance of Birth certificates, ID card, labor id, not only delivers services to remote areas but also take into account the dearth of government sources. The Government cannot open units everywhere and the mobility means economy and flexibility. The Mobile Health SAC offer services in Ophthalmology with eyeglasses assembly, General Clinic, Gynecologist with cytology lab and dentistry. The mobile unit carries PCs that contain patients' data and remain for two weeks in each community. The SAC system comprises of 22 fix units, 2 Mobile Sac Documents and 9 Mobile Health SAC.

The SAC was created to render services for everyone on a fair treatment basis and seeks to be free of any form of discrimination irrespective of a person's social status, culture, race or religion. All the population has equal access to services offered by SAC, in an efficient, timely and courteous manner. SAC has developed massive attendance capacity, some units can perform more than 10,000 assistances a day.

State-of –art technologies were used in the government agencies and a continuous system of prospecting new solutions made available for enhancing the supply of public services as well as their users. At the same time, Informative campaigns were used in order to make citizens aware of the usefulness and services available to them as well as to disseminate the philosophy and identity of the SAC's. Surveys were conducted to find about the adequacy, design and standard of the services delivered. The importance of communication was also highlighted in the attendance process. The language used was simplified and customized for each specific service.

Different SAC were created keeping in mind the different characteristics of each community and the volume of assistance needed. Provision of services was tailored to meet the aspirations of the users in both form and content. A system of attendance was organized capable of meeting the both territorial and urban flow concerns.

Special importance was given to improving the quality of service delivery to people by seeking 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 liaison arrangements.

With a focus on people management, the management board stimulated each state agency to select the best and most motivated personnel. Training courses were offered in human relations, psychology and inbound logistics, increasing knowledge and institutional capacity. SAC philosophy was integrated into the partners' management system.

Through all these years, SAC centers became extremely popular with the public as they give the facility of regular, reliable, services offered in an efficient, courteous manner. The great success of the SAC resides in the fact that it operates through mobile and specialized units.

The SAC technology has been recommended both at the national and international level. Since 1997, 15 Brazilian states have implemented public services delivery centers using either the know how of SAC or its model. Once implemented SAC's outcomes such as citizen's satisfaction, organization of the public service delivery are visible in the short run everywhere they have been adopted. Other organizations have been adopting the SAC technology, specially the customer service assistance model such as the Department of Public Security; INCRA and OSID an NGO providing health services.

Many countries like China, Belgium, El Salvador, Cape Vert, Trinidad and Tobago, Morocco, Venezuela, Chile, Costa Rica, Sao Tome & Principe, Honduras, Nigeria, Mozambique, Philippines, Angola and Guinea Bissau have shown an interest in the SAC technology. It has also signed technical cooperation agreements 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. Nowadays, they have eight "Lojas do Cidadao" i.e. "Stores of the citizen".

For more information, please go to: www.saeb.ba.gov.br

Category 2: Improvement of Public Service Process

Simplifying the process of treating personnel cases, promoting transparency and minimizing the incidence of corruption in the public service:

**Ministry of Civil Service and Administrative Reform –Cameroon
For "The AQUARIUM Project of Sigipes"**

The Challenge:

The government was faced with multifarious problems; problems related to administrative system of employees, specific problems of payment system and problem of the personnel development as human resources.

The Solution:

The Government decided to launch in 2000 a project of de-concentration of State personnel management to enable public service clients to obtain general information without disturbing the work of the staff project: AQUARIUM of SIGIPES. AQUARIUM of SIGIPES is an electronic space (physically symbolized by public room) where SIGIPES makes available (locally or from distance) certain information for clients, those they look for regarding their profession, payments and circulation of their administrative files.

The project of de-concentration of civil service management has this application as information technology support to the planned reform as a "one bureau". In order to complete SIGIPES and to avoid overflowing in managing the civil servants careers, the Ministry of Civil Service and Administrative Reform (MINFORPA) has launched the AQUARIUM project, applied by SIGIPES.

The idea of AQUARIUM applied in SIGIPES symbolizes the combination of information culture and information technology and communication of users/clients of civil services, as they have agreed to follow the changes in their careers without disturbing employees.

This innovation has not only simplified the process of treating personnel cases, but also promoted transparency and minimized the incidence of corruption in the public service. The project is part of the overall reform of Cameroon's public administration aimed at modernizing the civil service in order to gain more flexibility, accountability and transparency. 1) the logic of efficiency and results according to expectations of public service users; 2) the logic of good governance of public service; 3) the logic of responsibility and imputability of civil servants; and 4) the logic of rationalizing the organizations and managing the employees.

To clarify further, SIGIPES is a working tool for employees in a certain place. On the contrary, AQUARIUM has been created to help clients get public information faster and information on their profession and payments, regardless of the place from which they search for them (on the very spot or from distance; from Cameroon or abroad). From this perspective, users of AQUARIUM are those who can interact with the system to get the information they are looking for, to use them in as many situations as they need, or to get copies of their administrative acts. AQUARIUM operates as down-top architecture. One copy of data used by SIGIPES is accomplished at the end of the day in every Ministry's department, to serve as an entry database in AQUARIUM. According to the concept, SIGIPES data are regrouped following three principles: data on profession and payments of the petitioning client; on the circulation of their files and those aimed at general public, like the vacancy notices.

Performance of AQUARIUM proves that in the delivery of available information to clients, those they constantly look for regarding the data on their status and files, the responsible attitude has started to be shown, notably for those who need to constantly look in the data on their status and files. At the same time, it has reduced the possibilities for corruption.

Finally, it is no longer necessary to have actual presence of a client before dealing with his/her file. A minimum degree of transparency has thus emerged from this innovation.

For more information, please go to: aquarium@spm.gov.cm

Modernizing the public service through the creation of a public service employment framework aimed at enhancing accountability and promoting excellence in the public sector:

Australian Public Service Commission, Australia.

For "Stronger accountability and Professionalism in Financial and Personnel Management in Australian public service"

The Challenge:

How to increase efficiency and improve transparency in the Public Service by managing performance systems and service delivery arrangements to maximize their effectiveness against their business objectives, which are set by the elected Government.

The Solution:

The Australian Public Service Commission reinforced the devolution of authority brought about by previous administrations and emphasized the importance of accountability, capacity building and promotion of excellence in the public sector.

The Australian Government has been involved with a “major reconceptualisation of the role of government”. The New Public Management Theory has been a guiding principle in helping the government to reinvent itself in the light of pressures exerted by the rapid pace of technological advances and the resulting economical, social and political impacts. National institutions need to be agile, flexible and innovative to accommodate the changes. 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.

In 1996, the Federal Government charged the Commission with driving the modernization of a public service employment framework that could engender Public confidence in public service administration without the disadvantages of prescriptive central controls. After an extensive review, in 1999, the Public Service Act was developed and implemented by the Commission, which provided for increased devolution and flexibility to 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 to provide the flexibility and agility needed for a strongly performing public service, while providing stronger accountability and ensuring continued professionalism and enhanced capability. Each agency in the Australian Public Service got the powers of employer and all were encouraged to align their staffing, their performance management systems and service delivery arrangements to maximize their effectiveness against their business objectives set by the elected government. They were made accountable through their Ministers to the Parliament for their performance.

The commission focused on improving leadership capability as a way of managing the rapidly changing external environment and increased complexity, and to provide public confidence in the APS. A Human Resource Capability Model was developed to enhance the skills of APS human resource employee and improve HR outcomes for individual agencies. To be used for: □ HR people to focus on their development needs; Agencies to help in defining the skills required when looking for HR people; Agency heads and line managers to see the contribution that HR people can make to business.

Service Charter Awards were initiated that recognize and encourage high standards of service to the public by agencies. 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 strategy. The employee survey provided a reality check against the perspectives of managers. The Commission’s strategy was centered 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 go to: www.apsc.gov.au

“Each Citizen is King”: To treat the citizen as a “King” required a transformation to a client based organization which required a paradigm shift: placing the customer at the centre:

**District Administration Zell am See, Austria
For “Administration Reform project”**

The Challenge:

The Austrian administration had to undertake a thorough modernization in order to become more citizen-oriented.

The Solution:

The District Administration Zell am See has (“the Administration”) made a remarkable transition from a public office to a consumer oriented service centre for public affairs. The Administration is recognized for the quality of service it provides to the public and for bringing innovation to the public sector, for instance, utilizing advanced cost-benefit analysis techniques.

The District Administration Zell am See is the decentralized organizational unit of the central and regional government in 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. As a consequence, today all activities and processes at the Administration are citizen-oriented with ample use of management strategies and tools and broad involvement of all staff in various fields of activities. Amongst the key initiatives in bringing about this change, adopting a broad, holistic approach to the whole modernization process was the key. This meant, looking at *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. Other steps included adopting advanced cost and management accounting techniques to ensure that measurement of costs and benefits could be done in a scientific and objective manner.

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 and the Administration was turned into a learning organization. This meant that a culture of trust, openness and partnership was fostered.

Thus, 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 and this was obtained through a consultative and inclusive process. All employees were empowered, that is, actively integrated in the modernization process and encouraged to contribute ideas. Delegation of tasks to appropriate levels created a real sense of empowerment amongst the employees. Finally provision of training in relevant areas (for example conflict resolution) enhanced the knowledge base of the individuals who had to carry out these specialized tasks.

Utilization of information technology was envisaged as a genuine enabler and back in 1996 (much before the hype around internet reached astronomical proportions) a website was launched by the Administration. The website not only provides information and downloadable documents, some applications could be completed on-line. **“Each Citizen is King”**: The objective of transforming the Administration into a customer focused organization required a paradigm shift: staff had to think of citizens as customers.

For more information, please go to: www.salzburg.gv.at

Involving citizens in a city's administration by creating the "Participatory Budget" project to help defining priorities in a city's budget.

**City Hall of Belo Horizonte, Brazil
For "Participatory Budget in Belo Horizonte"**

The Challenge:

Citizens were becoming increasingly disinterested and apathetic in the democratic method which led them to have feelings of isolation and disengagement.

The Solution:

The Participatory Budget was instituted in Belo Horizonte in 1993, benefiting, mainly, the lower social economic classes of the population.

This project was initiated as an antidote to citizens' disinterests and apathy in the democratic method which lead them to have feelings of isolation and disengagement.

The innovations taking place created greater space for greater population participation in municipalities and states governed by the Workers Party.

The Participatory Budget is a unique example of conceptual innovation in which Neighborhoods and regional delegates take part in a broadly participatory process of helping to define the spending priorities in the city's budget.

This program of involving people in the city administration resulted in a more alert local policy on peoples needs and made many actions possible for the vulnerable people in the degraded areas.

Citizen elected hundreds of projects that would improve the service delivery and subsequently improve the quality of life of the people in the involved area.

These projects were then taken up by the public agencies. During the whole process, the population is an integrating part of Participatory Budget. The Caravan of Priorities, moment in which the population visits the proposed projects for the sub-regions, has a main objective to evaluate and to guide the decision in choosing the best projects for the region. After choosing the projects that compose the Regional Plan of Works, Commissions of Inspection and Follow-up (COMFORCAS) work to guarantee that the projects are done. Interventions in villas and slums have made possible the access to the public services, such as garbage collection, urban transport, besides being an important instrument in the prevention of social and urban problems, diminishing catastrophes and eradicating diseases generated by the lack of sanitation.

Children, adolescents and adults already make use of areas for the practice of sports, spaces for leisure and to enjoy the environment. The guarantee of universal rights, as health and education, has been augmented by the approval and construction of health centers and schools.

All the initiatives taken to strengthen the Participatory Budget involved changes in the previous existent rules, reformulation and implementation of new planning instruments, university search and criteria isonomy. In this sense, the Participatory Budget incorporated conceptions and indicators of social vulnerability and of quality of life of the population, searching to integrate wider sectors of the society in its discussions and deliberations.

It also succeeded in promoting the articulation with public policies in other areas, involving the entire municipal administration and acting from a more local to a more comprehensive level. Since its inception, the Participatory budget of Belo Horizonte 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 leaders of the civil society. The city supported the project of an administration elected democratically which has among its principles the popular participation in the city management. The citizens identified the

needs, allocated resources and prioritized investments, making use of the technical and planning criteria, generating a Work plan which in turn, helps to orient the City Planning.

The institutional reforms taken through the Participatory Budget helped solve the crisis of representative democracy. The participatory Budget is one of the most important opportunities for direct community participation in the definition of the priorities of local administration. Belo Horizonte has consolidated a way of governance which is sustained by popular participation. In the meetings the population voted on the investment priorities in various areas such as education, health, housing, infrastructure, recreation, sports and culture.

For more information, please go to: www.pbh.gov.br

Category 3: Innovation in the Public Service

Establishing a “Rural Mobile Community Safety Centre” to provide citizens reassurance through a more visible and accessible Police within rural communities.

**South African Police Service-Limpopo Province, South Africa
For” Mobile Community Service Centre”**

The Challenge:

The Northern Province comprised of 89% rural area, the area is the poorest province in the area with a 46% unemployment rate. The province had 53% social crimes and most of the crimes were committed on women and children in the rural areas. The challenge was tackling these crimes with little or no policing in the deep rural areas where there is a lack of infrastructure and the resources and capacity constraints of the Police.

The Solution:

The objectives of service delivery include welfare, equity and efficiency.

The government worked under the premise that Public Services are not a privilege in civilized and democratic society rather they are a legitimate experience thus the meeting of the basic needs of all citizens is one of the five key programs of the Governments reconstruction and development Program (RDP).

In July 1999, The South African cabinet decided to make an acceleration of the Public Service as one of its key priorities. Particular importance was given to accelerating the public service to communities in the rural and far flung areas which needed greater access to quality services.

The Ministry for the Public service prioritized the development of service delivery and administration (DSA). The guidelines empowered the managers to innovate service delivery. Thus, service Delivery innovation was taken as an optimum mix of flexible service delivery mechanisms and tools that can be strategically utilized to achieve Government’s service delivery objectives, either directly by Government or in collaboration with other sectors such as the private sector or the NGOs.

The Social political transformation in South Africa necessitated new vision of creating a safe and secure environment for the people. Since the SA police were experiencing budget cutbacks, building new stations and recruiting new members was not possible. The challenge was “to do more with less”. The Rural Mobile Community Safety Centre was established.

This is a police station on wheels, which offers a long term realistic program intended to improve the quality of contact and thereby providing reassurance through a more visible and accessible Police

presence within rural communities. Resource redistributions did not take the police to the rural areas nor were police stations reallocated or built near rural areas. Rather run down vehicles were modified to reach the distant parts, bringing justice rights to door step of the people.

The Rural Community Safety Centre provided a visible policing service to the most isolated and remote villages within the Northern Province. Officers providing the Mobile Services visited villages on a prearranged schedule to allow residents make known their problems whilst providing additional services such as crime prevention, victim empowerment, registering of case dockets in rape cases and making arrest for social crimes and other crimes.

The Mobile Community Centers were designed specially to service the community that had been marginalized for so long. The projects restore hope in the rural community that the government is reaching out to them and partnerships were formed with the Police Service to fight rural crime. The Chiefs of the villages were visited and consulted during each visit. Visit Registers were kept by the Chiefs themselves and the driers signed them on their daily visits. The program was so successful that the when the time came to releasing the Mobile Units to the next village, the Chiefs were so jealous that they put request for extension.

For more information, please go to: www.saps.org.za

Developing an IT-based benchmarking system to speed up data collection and computation of benchmarks:

National Productivity Council Corporation, Malaysia For “NPC Interactive e-Benchmark Database for Benchmarking Communities”

The Challenge:

Prior to the introduction of the e-benchmark system, data collection was mainly done using postal questionnaires while data verification and validation were made via telephone and site-visits. Keying in of data, computation, ranking and benchmarking was done manually by research assistants using spread sheets. These processes were very time consuming, costly and subject to human errors. As a result, the benchmark report cannot be delivered effectively to the participating industries for immediate use in decision making.

The Solution:

The interactive e-benchmark system was developed to eliminate all these problems. Since 1998, the National Productivity Corporation (NPC) has been promoting the idea of benchmarking among the industries. In this regard, the Corporation worked closely with the industrial associations and government agencies.

To assist the industries achieve higher productivity and strengthen global competitiveness, the National Productivity Council embarked upon the promotion of benchmarking of best practices. An on-line and interactive e-benchmark system to speed up the data collection and computation of benchmarks was developed.

The Interactive e-Benchmark System is a database initiative developed in BOND to enhance the effectiveness of benchmarking services in NPC. It is a web-based tool to facilitate the process of benchmarking, documentation and effective communication among the benchmarking communities. The system allows industries to conveniently key-in data, compute indicators, rank performance and benchmark comparisons, all within a submission using Internet. Confidentiality of industry data was secured using password.

The NPC consultants were sent to leading benchmarking establishments such as the American Productivity and Quality Centre in USA and the Centre for Inter-firm Comparisons in the United Kingdom, to get attachment training. An Australian bench marking consultant was also commissioned to assist NPC in initiating benchmarking processes. This pool of benchmarking experts became the prime mover in the Malaysian Benchmarking Service (MBS).

The Malaysian Government allocated development funds in both the Seventh and the Eight Malaysia Plans, for NPC to promote benchmarking in private and public sectors.

The Third Outline Perspective Plan (OPP3) 2001-2010 strategies on the development of Malaysia's world class companies through benchmarking with international best practices, promoting a culture of excellence and enhancing productivity. NPC had to provide an online-database to benchmark productivity in the manufacturing and agricultural sectors to extend such services to other sectors.

In the age of ICT application and internet, speed is the competitive edge. Innovation and creativity are needed to adapt to more efficient ways of data collection and of being able to obtain instant results and to use the facts to make efficient and better decisions. The interactive e-benchmarking System is a data base- initiative developed in the Benchmarking On-line Networking Database (BOND). To enhance the effectiveness and efficiency of the benchmarking process, NPC developed the interactive e-benchmark system. As a web-based tool, e-benchmark system was able to expedite CoP formation, data Collection and management of database for real time comparisons.

To bring about continuous improvement in public sector service delivery, the Malaysian Administration Modernization and Management Planning Unit (MAMPU) of the Prime Minister's Department issued a Development Administration Circular "Guideline on Implementing Benchmarking in the Public Service" which outlined the importance of benchmarking for Malaysian public sector. It became the main driver of benchmarking activities in the public agencies and the local governments.

NPC spearheads the promotion of benchmarking of best practices among public and private sectors using various approaches such as training, system development, seminars, best practices forum, case studies, surveys, study missions and networking, both locally and internationally. The sharing of knowledge and best practices was further enhanced to a wider outreach by using BOND, e-benchmark, posters and publications.

BOND provides the industries with information on the benchmarking events and happenings, benchmarking processes, terms and definitions. The database in BOND is presented in terms of productivity statistics and benchmarks and categorized according to the industries, sector, processes and years of reference.

It facilitates the sharing of industry best practices by displaying practices of past Award Winners, Best in Class, Case Studies and TQM best management practices. NPC spearheads the promotion of benchmarking of best practices among public and private sectors using various approaches such as training, system development, seminars, best practices forum, case studies, surveys, study missions and networking, both locally and internationally.

For more information, please go to: www.npc.org.my

Category 4: ICT Application and local e-government

Creating an electronic governance programme aimed encouraging participation in governance processes and improving transparency to

City Government of Naga, Philippines For i-Governance”

The Challenge:

Naga is currently one of Philippines fastest growing local economy and household income is 42% higher than the national average. Yet in 1988 Naga was rapidly stagnating. Business confidence was low, unemployment was on the rise and taxes were in decline. Low economic growth not only resulted in increase in crime and approximately 20% of the city’s population was homeless. This delivery of basic services in health and education was being affected.

The Solution:

The city’s transformation to becoming one of the most “livable city in the country”, can be attributed, in a large part, to a governance mechanism over the past 15 years that involved the following strategies:

- Progressive development was undertaken with “growth with equity” as a core philosophy. Afford all constituents equal treatment and access to city services, regardless of their status in life, by enhancing consciousness of opportunities and ensuring predictability of the service delivery mechanism. I-governance has become a tool for equitable service delivery. Through a predictable service delivery mechanism posted on the website, all citizens are afforded the same level of service. All jobseekers have the equal opportunity of being referred to prospective employers. Equity is also promoted by providing a network component that provides access everyone including the marginalized, access to ICT tools and subsequently, government services and processes.
- Partnerships were developed through which the city tapped resources for priority undertakings. The *Empowerment Ordinance* passed in 1995, established a functional framework for partnership and participation with more than hundred NGOs and people’s organizations through the Naga City People’s Council. NCPC representatives sit in all local special bodies and city legislative councils. They can observe, propose legislation, vote and participate in the deliberation, conceptualization, implementation and evaluation of city government programs.
- To include the individuals in government decision-making to promote long termsustainability by generating broad based stakeholder ship and community ownership over local undertakings. Despite participatory systems put in place through the Empowerment Ordinance, many Nagueons remained uninvolved in local governance issues. Since for operational reasons, working partnerships are biased towards organized groups, many citizens remained far removed from the activities of the city government. I – Governance seeks to overcome this inherent limitation by opening wider avenues for participation of individuals in governing the city. It encourages participation-driven model of Naga governance down to the level of the individual to ensure that all citizens have a voice in government decision-making.

- 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 allowed to monitor government performance and pinpoint the office or person who is exactly accountable for the outcome.

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 step-by-step procedure for availing each service, the response time for delivery and the officers responsible for the service. The Charter catalogs more than 150 services and contains maps sketching the location of the office handling a specific service.

The information is also disseminated through local newspapers and broadcast media.

ICT is used to disseminate information as well. Naga was among the very first local governments to use the internet. The internet 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 and answer the call for improving Naga's marketability and competitiveness by extensively discussing the city's investment and advantages and tourism assets; **Star Naga** provides information on awards accorded to the city government, publicizes governance innovations and serves as a forum for discussing the city's governance advocacies.

By enhancing transparency mechanisms, the program has contributed to cost 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" and "equity-building" concerns.

The i- Governance initiative of the city government of Naga is a "people-driven" program that promotes participation to enhance governance processes, local service delivery and city viability. The city of Naga is moving towards a participatory governance model by opening wider avenues for participation of the marginalized and voiceless segment.

For more information, please go to: www.naga.gov.ph

Chapter IV

2005 United Nations Public Service Awards Winners Successful Stories

1. Overview of winning initiatives

In 2005, a total of 215 nominations were received. Out of this number, eight nominees were selected for the awards.

The winning public organizations were from the following countries: Canada (the country received two awards), India, Mexico (the country received two awards), Morocco, Singapore and Spain.

The recipients of the 2005 Public Service Awards are as follows:

Category One: Improving transparency, accountability and responsiveness in the public service.

<i>Region</i>	<i>Country</i>	<i>Institution</i>
Asia & the Pacific	India	Government of NCT of Delhi for “Citizen-government Partnership”
Europe & North America	Canada	Vancouver Agreement For “Innovative Partnerships between Government Agencies, Community Groups and Businesses.”

Category 2: Improving the Delivery of Services

<i>Region</i>	<i>Country</i>	<i>Institution</i>
Africa	Morocco	Etablissement autonome de Controle et de Coordination des Exportations (EACCE) For “Decentralization and expansion of the quality monitoring process of fruit and vegetables for exportation.”
Europe & North America	Spain	Public Employment Service of Castile and Leon (EcyL) For “Modernization Program 2004”
Latin America	Mexico	Secretariat de Agua, Obra Publica e Infraestructura para el Desarrollo For” Implementing El Programa Hidraulico Integral del Estado de Mexico.”

Category 3: Application of Information and Communication Technology (ICT) in Government E-Government

<i>Region</i>	<i>Country</i>	<i>Institution</i>
Asia & the Pacific	Singapore	Ministry of Trade and Industry for “Online Application System for Integrated Services” (OASIS)
Europe & North America	Canada	Office of Consumer Affairs for “the Canadian Consumer Information Gateway (CCIG)”
Latin America	Mexico	Secretariat de la Funcion Publica, Unidad de Gobierno Electronico y Politica de Tecnologias de la Informacion (UGEPTI) for “La Estrategia de Gobierno Digital de la Agenda Presidencial de Buen Gobierno

2. 2005 UNPSA Winners’ achievements

A summary of the achievements and contributions to innovation in government made by the winners of the 2005 UNPSA are hereafter presented by category and region.

**Category 1:
Improving transparency, accountability, and responsiveness in the Public Service**

Building innovative partnerships between government agencies and non-governmental organizations at the federal, provincial and city levels:

**City of Vancouver, Canada
For “The Vancouver Agreement”**

The Challenge:

Vancouver’s downtown Eastside, once a vibrant commercial and entertainment district was completely paralyzed, economically and socially by 1990. The reason—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 organizations and business to make the city a healthy, safe and economically and socially sustainable place to live and work for all residents. The Agreement was

create by the Governments of Canada, British Columbia and the City of Vancouver, signed in March 2000 for a five-year term and has been renewed to 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 outcomes to improve the lives of citizens.
- Respect for diverse communities in program planning and implementation.
- Community engagement in inclusive and accessible processes to assist decision-making.
- Collaboration among governments, business and community stakeholders.
- Accountability for public funds and transparency of processes and procedures.

The Agreement's initial focus was the inner-city Downtown Eastside to respond to economic, social, public health and safety challenges. Additional priorities in the Agreement's second phase are the 2010 Inner-City Inclusively Initiative in partnership with the Vancouver Organizing Committee for the 2010 Olympic and Paralympic 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 like the Vancouver Coastal Health Authority, BC Housing and the Public Health Agency of Canada:

- Coordination by increasing the coordinated efforts of the three governments and related public agencies towards desired outcomes in community change and action.
- Innovation by increasing innovation and creativity to achieve changes in how public agencies carry out their work together and in partnership with the private and non-profit sectors.
- Policy change by identifying government and public agency policy barriers to effective community change and action, and removing or reducing these barriers.
- Investment by increasing public and private investments (financial and human resources) towards desired outcomes in community change and action.
- Monitoring and evaluation by 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; or the investment of funds in specific public agency projects.

The Agreement was formed because governments recognized that by coordinating efforts and working more closely together, and with community and business groups, they could achieve long-term, sustainable solutions.

For more information, please go to: www.vancouveragreement.ca

Involving people into decision-making processes by creating networks of local groups who discuss problems with government representatives:

**Bhagidari Cell, Office of the Chief Minister, Government of NCT of Delhi, India
For “Citizen-Government Partnership: Bhagidari in New Delhi”**

The Challenge:

The lack of people’s participation in formulating or evaluating government policies which often result 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 to transform Delhi into a world-class capital city.

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 organizations 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 3 million people today. These networks discuss problems hampering effective delivery of civic services with government representatives and then produce joint workable solutions to improve their environment and quality of life. As a result, mutually accepted schemes pertaining to civic needs like water supply, sanitation, school system, power supply, urban transport, protection of the environment and people’s security have been developed and implemented, leading to vast improvements in public service that benefit all citizens.

For more information, please contact: Mrs Sheila Dikshit – Chief Minister: secycm@hub.nic.in

Category 2: Improving the Delivery of Services

Addressing the issue of water shortage by creating a government entity aimed at coordinating and monitoring the hydraulic policy in the state of Mexico:

**Secretaría de Agua, Obra Pública e Infraestructura para el Desarrollo
México**

The Challenge:

The State of Mexico is the most populated region of the country. A serious water shortage for the population had developed into a critical issue due to the over-exploitation of its water-bearing strata.

The Solution:

To address this crisis, the “Secretaría de Agua, obra Pública e Infraestructura para el Desarrollo” was created to coordinate and monitor the hydraulic policy of the State of Mexico. For the first time this initiative has led to the development of the “Programa Hidraulico Integral del Estado,” which looks at the problem long term and determines for the next 25 years the water policy in the area. More immediately, 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 of high quality.

Due to the continued efforts of the Secretariat, an additional 1.9 million have access to potable water and 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 has enabled the department to improve service delivery—accomplishing 217 public works 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 with a longitude of 123.5 kilometers for 2.100 million citizens. A knowledgeable staff certified for hydraulic works has increased efficiency and organizes awareness contests and exhibitions to educate students on the care of water.

Increasing efficiency of commercial networks by implementing decentralized quality-control system.

Autonomous Establishment of Exports Control and Coordination (EACCE)—Morocco

For “Decentralization and expansion of the quality monitoring process of fruits and vegetables for exportation”

The Challenge:

In a hyper competitive liberalized environment there was a strong need for companies involved in exports from Morocco to reduce costs and delays of supplies and enhance the competitiveness of domestic firms.

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 exporting was confined to three regional centers in the port-cities of Casablanca, Agadir and Nador. 800,000 to 900,000 tons of perishable products, provided from almost 500 processing plants, were forwarded to these centers. Products that did not meet the quality standards were either returned for re-processing at the plants or were simply rejected, with the rate of rejection varying between 10% and 50%.

By 2002/2003, however, the number of regional centers had increased to 21 and the rejection rate had been cut to zero. The additionally incurred 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 checking operations prior to import to the European Community.

The composition of staff was revitalized by confining recruitment to highly skilled employees such as engineers and specialized graduates. In order to facilitate such a selective recruitment practice,

EACCE in 1997/1998 took action by offering training to staff and voluntary departure to early retirees. In 1999/2000, the number of specialized staff had increased from 9 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 centers bringing critical government services closer to the enterprises in need of those. The new control facilities strongly contributed to the improvement of the working conditions at the procession plants as well as the general hygiene in the different processes of production. In addition to these centers, laboratories conducting chemical and micro-biological analysis and controlling packaging have been established; one in each primary district of processing.

Only through a sustained effort by EACCE, in collaboration with the industry, 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 where the focus first was on refrigerated products which were considered as having the greatest potential for return on investments. Looking forward, the decentralized control system is part of a second stage strategy with a global outlook where a further developed system of control of quality and traceability will be 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 with the efforts of EACCE have spurred emulation in other parts of government. Also, draft amendments to current legislation focus on the continued efforts of making private enterprises responsible and embedding government initiatives within a framework of proximity and facilitation.

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 go to: www.eacce.org.ma

Improving the role of public service through the creation of a Public Employment service responsible for training and promoting employment in the job market.

Public Employment Service of Castile and Leon–Spain

The Challenge:

Castile and Leon is the largest region in Europe with a population of 2.5 million, representing 9 provinces and 2,249 municipalities. The area's vision of the future was conceptualized into the Modernization Program, designed to use human capital as the main force for involving citizens. This initiative implied the need for everyone in this vast geographical region to be involved in the administration of Castile and Leon, build a consensus and maintain 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. Designed with an initial budget of €2.6 million, paid 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 continuously live and work in the region.

The Autonomous Community of Castile and Leon, the geographically largest region in Europe with almost 2.5 million inhabitants, is now serviced by ECYL which is responsible for carrying out activities which promote employment, offer employment training, provide orientation and mediation in the job market.

Taking into account the European Employment Strategy and the Third Regional Plan of Employment 2004-2006, the local government designed a new concept of public service delivery where human resources would be the principal engine for involving citizens.

The new vision of ECYL established holistic approach to service delivery in which the so-called Service Life Cycle (SLC) became paramount. The SLC is composed of seven key actions including job market research in collaboration with private enterprises, public organizations 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 labor insertion, 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 from the EFQM Excellence Model developed by the European Foundation for Quality Management (EFQM). The team utilized this method to facilitate the analysis and continuous follow-up of the planned actions which comprised the SCL. As part of the RADAR methodology, extensive assessments and reviews were conducted, thus documenting achievements and developing a body of best 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 mean to appropriately match demand and supply. People who attended ECYL for the first time were provided with immediate and personalized treatment with the aim of learning the specific characteristics of the job seeker. Also, 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 the job seeker with more detailed information about available job profiles thus guaranteeing the job supplier and adequate candidate for the job.

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 the creation of a culture of team work was imperative to the success of the Program.
- The integration of Information and Communication Technologies (ICTs) through a technological platform (www.empleocastillayleon.com) enhanced the efficient use of resources in the Community; an area 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 for the optimization of available resources. This improvement in interinstitutional coordination makes the society better prepared for future employment regulations.

- An agile, dynamic attention to the demand and supply identified during the first few weeks will increase the results of labor insertion. The personalized service, via validation of the profile demanded when choosing a position, allows for minimal resource needs which increment the possibilities of success in labor insertion.
- Standardization via documented procedures of best 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 go to: www.jcyl.es

Category 3: **Application of Information and Communication Technology (ICT) in Government E-Government**

Using ICT to favor a positive business environment: the creation of an online platform:

Ministry of Trade and Industry–Singapore **For Online Application System for Integrated services (OASIS)**

The Challenge:

The process of visiting various agencies and filling in forms was not only cumbersome and time consuming but also the incumbents faced red tape of bureaucracy. Many of the difficulties faced by the businesses were a result of individual agency silos. Due to the lack of a common platform and infrastructure, agencies lacked an effective channel for effective communication and coordination.

The Solution:

In order to foster a pro-enterprise environment for business 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 the businesses.

A comprehensive review of the existing Government policies was done to re-engineer the process. Regulatory assumptions were challenged to reduce red tape that were a regulatory drag on business. Only when the processes had been sufficiently streamlined that they were considered suitable for transferring the implementation of procuring the license online. After the re-engineering process, the average processing time for licenses was reduced from 3 weeks to 12.5 days. Coupled with the revised fees structure, savings accrued to business exceed \$ 1.8 million per year.

The effective and innovative use of technology enabled agencies to perform backend verifications and tap on central databases to share information across agencies eliminating the need for repeated requests of the same information from business by different agencies.

Online Business Licensing Service, an online portal allowed the user to search for licenses by selecting the appropriate business activity. If the user applied for more than one license in one sitting, 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 a lot of 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 3 weeks to 12.5 days. Coupled with the revised fee structures, savings accrued to businesses now exceed \$1.8 million per year. Thereafter, the Online Business Licensing Services (OBLS), an important milestone of the OASIS project, was developed. In Singapore, 80 per cent 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.

The benefits accrued from the project form a strong value proposition to obtain endorsement and support from the senior management. Finally, □ 8,000 businesses have benefited from the OBLS project by applying for their licenses online via OBLS. 87% of the feedback received has been positive.

For more information, please go to: www.mti.gov.sg

Restoring balance to the modern market place by creating a comprehensive online source of inter-jurisdictional information available for consumers:

**Industry Canada, Office of Consumer Affairs- Canada
For “the Canadian Consumer Affairs Gateway (CCIG)”**

The Challenge:

The challenge facing the Canadian Government was make information available to the consumer regarding advisory services, standards and regulations and to support him make decisions in the marketplace on related goods and services through one stop shop. Canadian consumers needed better access to high-quality service, information and tools with which to protect them, shop smarter and respond effectively when their efforts weren’t effectively met. These pressures transpired in the formation of an innovative portal.

The Solution:

Globalization is not only preordaining rapid changes and innovations in technology but also bringing unfamiliar marketing and contractual approaches to the arena. The dizzying array of new complex products and services and unfamiliar suppliers is making it

difficult for the consumers to make informed decisions. This inculcates by default an imbalance in the market, where the consumer finds it difficult to validate the reputations of the suppliers entailing a higher financial risk. Moreover the risk of identity theft and other fraud multiplies as more commerce moves on-line.

Governments in Canada had been trying to restore balance to the marketplace; the results were not bearing much fruit as the efforts were hampered by the maze of jurisdictions and organizational 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 interjurisdictional information for consumers with information from more than 450 government and non-government organizational 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 as 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 Web site 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 for telephone, mail and, where appropriate, in-person service.

The Gateway is an innovative on-line tool providing educating and facilitating 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 the way government agencies handle consumer complaints. The Courier teaches the consumer the proper steps to log a complaint with a business, links them to relevant information and connects them instantly to appropriate agency. This specific feature provides enormous empowerment to the 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.

In the current climate of globalization there is a plethora of information. More than 14 organizations involved in consumer protection, this makes it hard and confusing for the citizen to where to turn to. The Gateway synthesizes knowledge from all the sources and cuts costs of publishing and distributing information.

Citizens are empowered as they are better informed to make wise choices. And complain when services are not provided. Further more they are able to protect themselves from unnecessary risk and fraud.

- Despite a limited marketing budget, the Gateway received over 350,000 visits last year

- In a recent online survey, 2/3 of respondents expressed a significant level of satisfaction with their experience on the Gateway
- In the same survey, 72% of users said they would definitely return
- 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 - 2 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

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 best practices of government portal development

The CCIG case study has been presented to audiences in South Africa, Singapore, New Zealand, Hong Kong, and Malaysia.

For more information, please go to: www.ic.gc.ca

Chapter V

2006 United Nations Public Service Awards Winners' Successful Stories

1. Overview of the winning initiatives

In 2006, a total of 152 nominations were received. Out of this number, 11 nominees were selected for the awards. The winning public organizations were from the following countries: Rwanda, Korea, Singapore, The Netherlands, Zambia, India, Canada, Brazil, Australia, Belgium, United Arab Emirates (Dubai). The recipients of the 2006 Awards are listed below.

Category 1: Improving transparency, accountability, and responsiveness in the Public Service

<i>Region</i>	<i>Country</i>	<i>Institution</i>
Africa	Rwanda	Rwanda National Examination Council for "Assessment and Evaluation Reconciliation"
Asia & the Pacific	Korea	Special award in Innovation: Ministry of Government Administration and Home Affairs for "The Government Innovation Index (GII)"
	Singapore	Work Pass Division, Ministry of Manpower for "Integrated Work Permit Online Services"
Europe & North America	The Netherlands	Rinjland District Water Control Board for "Rinjland Internet Election System"

Category 2: Improving the Delivery of Services

<i>Region</i>	<i>Country</i>	<i>Institution</i>
Africa	Zambia	Masiti District Health Management Board
Asia & the Pacific	India	Karnataka Revenue Department for "Online Delivery of Land Records"
Europe & North America	Canada	The Provincial court of Manitoba for "The Domestic violence Front-End Project"
Latin America	Brazil	Secretaria de Desenvolvimento Urbano do estado da Bahia for "Implementation of the Self-sustainable Sanitation systems Programme"

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

<i>Region</i>	<i>Country</i>	<i>Institution</i>
Asia and the Pacific	Australia	Australian Government Department of Industry, Tourism and Resources for “Business Entry Point”
Europe and North America	Belgium	Crossroads Bank for Social security for “Government Program of the Belgian Social Security”
Western Asia	Dubai	Dubai Municipality for “e-Government Municipal Services”

2. 2006 UNPSA Winners’ Achievements

A summary of the achievements to innovation in governments made by the winners of the 2006 UNPSA are hereafter presented by category and region.

Category 1: Improving transparency, accountability and responsiveness in the public service.

Enlarging and deepening democracy by enabling all to participate in free, transparent elections by installing the Rijnland Internet Election (RIES):

Rijnland District Water Board, The Netherlands For “Rijnland Internet Election System”

The Challenge:

In the Netherlands, the authorities have been putting their efforts to organize efficient election systems within the tight budget allowance.

The Solution:

In order to reduce the cost of elections and allow as many voters as possible to participate in the election, the Hoogheemraadschap van Rijnland installed the Rijnland Internet Election System (RIES) in the fall of 2004.

RIES is designed to allow all the eligible voters to cast vote without changing their current internet systems. RIES does not require voters to install new hard/ software or to have special equipments to cast vote through RIES. Rather, it is designed in a user friendly manner enabling it to be accessible by everyone, even those with the bare minimum computer knowledge and skills. The important purpose for the installation of RIES is to achieve cost efficiency and to gain flexibility in voters’ participation and improve high participation rate in the election.

The Public Water Board Elections have been the largest formal internet elections in the worlds so far. There are many risks involved in installing the internet election method such as infection to computer viruses, complication of its utility, and confidentiality of voters' personal information. Questions and concerns have been raised when installing this new voting technological system: trustworthiness, confidentiality, and admissible for a large percent of the population. Also, the new voting system has to meet fundamental requirements of the election: no person should be allowed to vote more than once; the vote should be confidential; each correctly cast vote should be counted; and the voters should be able to trust that their vote is counted.

The mission for the authority was to resolve possible problems that might surface in the installation of RIES: how to install this complicated internet election system for all eligible voters without interfering in their right to vote, how all citizens could participate in the voting system flawlessly, and how to offer people who were unable to participate in this system, an alternate election method.

The RIES project was successful in meeting its goals.

First of all, it is not a mandatory method of voting for citizens; therefore, eligible voters are able to choose their voting methods either by mail or internet.

It also gives benefit to handicapped people and allows them to cast their votes from anywhere without getting any additional help. One of the special features if RIES is that it is transparent: voters are able to check how their votes are processed; voters can verify the tally process; and non- eligible voters can also check the updated results.

RIES has proven its utility satisfactorily. In 2004, Burger@Overheid.nl (e-Citizen Program) conducted a survey regarding the participants' reaction to e-voting system. The outcome of the survey after the voter's experienced e-voting system was that 79% of participants preferred to cast votes through internet, while 9%of voters still preferred the ballot box voting system.

One of the major factors contributing towards the success of RIES was the multidisciplinary nature of the team who were not only extremely dedicated, possessed the right legal and technical expertise but also were flexible and open to new ideas. The internet election system RIES allowed more than 99% of all voters to use the system without any change to their existing PC and internet environment.

Any other formal government election can adapt RIES with little cost and little change, it is beneficial for both the voters and the government officials as it enables citizens to become a participant in policy-making and aids the government to deliver in a cost-effective, responsive, and transparent manner.

For more information, please contact: Mr Gerard Doornbos Chairman of the Rijnland District (Gerad.doornbos@rijnland.net) or Mr Simon Bouwman (simon.bouwman@rijnland.net)

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

The Rwanda National Examinations Council (RNEC), Rwanda For “Assessment and Evaluation for Reconciliation”

The Challenge:

The Rwandan education system was riddled with corruptions and discriminations 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 for the Rwandan government was to examine what could and should have been changed in education system in the community.

The Solution:

Before 1994, the 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. There was no integration of human values in the education system.

In 1998, the cabinet set up the Rwanda National Examinations Council (RNEC) as a special national commission to resolve of for test development, administration of examination.

The priorities and purpose of the RNEC has been to ensure the individual candidates are given the rights to select schools or institutions that have appropriate standard of learning systems. 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 as planned, and are staying within the budget. The RNEC has been collaborating with the National Unity and Reconciliation Commission (NURC) that was established after the Rwandan genocide of 1994 to promote national unity and reconciliation among all Rwandans. As a result, since its establishment, the RNEC has been improving transparency, accountability, and responsiveness in the Rwanda public service. For the first time in Rwandan 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 equal treatments within the system.

Also, the RNEC has been putting efforts to fill the gap between rich and poor, and urban and rural. This opportunity became more beneficial especially to children who lost their parents from the genocide of 1994, orphans, and children from poor families. The seat for examination has become open for everyone, and has resulted in equity for all. Moreover, since the establishment of the RNEC, many Rwandans have completed their secondary education, and pursued higher education; thus it is contributing to the ministry of education's policy (education for all).

For more information, please contact: Mr John Rutaisire, Executive Secretary of Rwanda National Examination council (rutaisirejg@yahoo.com)

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

**Work Pass Division, Ministry of Manpower (MOM), Singapore
For “Integrated Work Permit Online Services”**

The Challenge:

Increasing globalization in the marketplace in Singapore was exerting pressures on the Singapore Ministry Manpower. The challenge for the government was to comprehensively address foreign workers’ immigration statuses and respond promptly to business needs in the rapid changing economic environment

The Solution:

The Singapore Ministry Manpower (MOM) introduced the Work Permit Online (WPOL) system that allows business community to apply for work permits (WP) of their foreign workers and give result of the application within a day. Employers could perform all the necessary work for their foreign workers online, and abolished the requirement to go through over-the-counter transactions.

The WPOL allows all the employers to submit renewal or cancellation of work permit for their foreign workers through internet and the procedure can be done by the next working day which is the desirable world standard. The online cancellation is very instantaneous, and they can print out the special social visit pass within 10 minutes. Also, they could even pay overstay fine with credit card payment through the WPOL system. The system requires a minimum adequate knowledge and supervision for use. The WPOL system also allows employers to check their foreign worker quota entitlements, and gives employers the reason of rejection of applications.

The WPOL system also works with other government agencies’ systems to deliver efficient public services to the community. The WPOL supports these government agencies to run their systems faster and more efficiently than ever. As a result, the MOM has been one of the leading government agencies to increase efficiency and effectiveness in its systems, and brought great benefits to both business communities and government agencies in Singapore.

The MOM has conducted feedback sessions with employers and employment agencies for the purpose of better understanding of business requirements and collates ground feedback on how the system can be further improved. According to the usability survey that was conducted recently, 90% of respondents found the WPOL system was easy to use.

The WPOL system is a tangible effort of the Singapore Government to enhance the comprehensive business community. Before the installation of the WPOL, employers used to wait up to 7 days before getting results of their application of WP for their foreign workers. Now, renewal and issuance processing through the WPOL can be completed within a day, and cancellations processes can be done within one hour of submission. The WPOL has shortened the processing time of work permit applications and lowered volume of paper work, resulting in higher level of productivity and increased user satisfaction.

For more information, please go to: www.mom.gov.sg

Category 2: Improving the delivery of services

To combat the health crisis in the community by making service delivery more efficient and responsive to the needs of the population:

Masaiti, Copperbelt Province, Zambia For “Masaiti District Health Management Board”

The Challenge:

HIV/AIDS has become one of the fastest growing killers in Zambia that takes away people’s health, affecting their ability to work and maintain a decent standard of life. HIV/AIDS accounts for the major cause of premature death in sub-Saharan Africa.

The Solution:

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

In 1997, the Masaiti District Health Management Board was appointed by the Minister of Health to oversee the provision of health. In order to improve public service delivery system and enhance its quality, the Board built partnerships with other professional associations, collaborated with many organizations and enlisted support from the community.

The Public Service Capacity Building Program (PSCAP) and the Public Service Reform Program (PSRP) are the initiatives of the Government of the Republic of Zambia (GRZ) targeted to transform the public service into an effective and efficient institution to deliver quality services to the community of Zambia.

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 and meet fiscal stabilization objective, and 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 the area of providing quality health services to the Masaiti community.

The PPAZ has been in collaboration with stakeholders such as the Japanese Organization for International Cooperation in Family Planning (JOICFP), the Zambia Flying Doctor Services, the National Food and Nutrition Commission, the Tropical Disease Research Center, the University of Zambia, and the Ministry of Health to implement the integrated family planning, nutrition and parasite control project. As a result, significant improvements took place resulting 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 are: the TB cure rate has increased from 63% to 74%; family planning new acceptors rate has increased from 46/1000 to 129.7/1000; and the antenatal coverage is 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.

For more information, please contact:

Bringing efficient water supply to the community of Bahia.

Secretaria de Desenvolvimento Humano do Estado da Bahia , Brazil For “Implementation of the Self-Sustainable Sanitation Systems Programme”.

The Challenge:

The majority population in Bahia consists of the low income households. The local government that maintains water supply systems is less likely to be feasible due to high cost of operation and maintenance costs. The government of Bahia challenge was to improve water supply system to enhance quality of services to people in Bahia.

The Solution:

The Government of Bahia started the Self-Sustainable Systems Program to alleviate the community’s concerns and problems. The operation and maintenance of water supply and sewage systems was undertaken by the State of Bahia under the initiative of the Urban Development Secretariat (SEDUR) and the Water Resources Directorate (SRH). The project is sponsored by the Government of the Federative Republic of Germany through a loan agreement with Kreditanstalt Für Wiederaufbau – KfW Bank.

In 1995, during the installation of system, in the communities surrounding the Municipalities of Jacobina and Seabra in Bahia, two maintenance facilities were established by an organization called “Central,” a civil society organization formed by representatives of water users association of each community affiliated. The Central conducts the duties of organizing people to become knowledgeable to the system such as training for the operation and maintenance of the system and educating sanitary matters such as the possibility of spread of water transmitted diseases.

In order to improve the water supply and sanitary sewerage systems, the government also requires community’s participation to manage and maintain the installation of systems. The contract of the project with the German Bank (KfW) was made in 1983; however, the operation of installation started in 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).

As a result, since the installation started, one hundred and eighty two simplified and conventional water supply systems with distribution networks were installed. Also, the new project improved the condition of 12,704 hygienic privies. This achievement benefited 76 thousand people in 15 thousand families. After ten years of operation, these communities of Bahia have been showing stable economic and financial situations.

In addition, after the first installation of the project, a new contract was made with the KfW Bank that contributed additional R2.2 million for training and capacity building of technicians. The State of Bahia invested the total amount of R\$700 thousand to the project.

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

Bringing justice to all citizens in an appropriate timely manner:

**The Provincial Court of Manitoba – Canada
For “The Domestic Violence Front-End Project”**

The Challenge:

The criminal justice of the Provincial Court System was ineffective, costly and overburdened and it took average 19 months from the time an accused person made a first court appearance until the date of the trial when the allegation involved domestic violence. The Provincial Court of Manitoba faced the challenge of innovating its systems in order to improve the quality of service delivery and increase efficiency.

The Solution:

In 1993, the Winnipeg Police Service implemented a mandatory arrest order in the cases of domestic violence as a result of the policy which aimed at ending violence against women and others who found themselves in an abusive relationship. Therefore, the number of domestic violence cases in the Provincial Court dramatically increased, and the delay of these cases become significantly obvious problems.

In 2003, the Chief Judge of the Provincial Court implemented the Domestic Violence Front End Project.

The Chief Judge formed the consultation committee that crosses organizational borders to determine how the system could be run more efficiently and more effectively. The consultation committees that involved the project were followings: the judiciary, Crown, 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 has reduced the time to deal with the charges. The first phase of the project focused on accused persons being held in custody on domestic violence charges. By March 2004, the project expanded to include accused persons who were out of custody.

As a result, the number of charges appearing in the front end courts has been cut in half even though the number of cases occurred has remained constant.

In February 2004, there were 2,861 charges appearing in the domestic violence out of custody courts, and by the following year, that number was reduced to 1,263.

The time from first appearance to trial was reduced within one year to an average 14 months from 19 months. The average trial delay for an accused person who is out of custody has been reduced to 11 months from 22 months. On average, an accused person in custody goes to trial 6 to 8 weeks earlier. Overtime costs for transporting accused persons in custody were reduced by \$158,000 during 2004 to 2005 fiscal year.

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

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

**Government of Karnataka, Revenue Department, India
For “Online Delivery of Land Records”.**

The Challenge:

Two-thirds of India’s population of 53 million people lives in rural area. The primary objectives of the Bhoomi were to improve the quality of service delivery to the citizens, to ease the record administration, and to ensure self-sustainability of the project.

The Solution:

The government of Karnataka implemented a project, known as Bhoomi (meaning land in Hindi), for efficient online service delivery and accessible information for all citizens.

Before the installation of Bhoomi, 20 million records were maintained by approximately 9,000 village accountants, and it had become hard to administer by senior officials in the revenue department. Since a land record is an instrument of social justice, it is extremely important for citizens. There are two types of records that administrators maintain: the first record, which is the record of Rights, Tenancy and Crops (RTC) is used for various purpose such as for obtaining crop loans, hypothecation of land, government concession, and subsidies; and the second record, village maps which reflected the boundaries of land parcels.

In 1999, the Indian government planned 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.

Also, the Indian government believed that mandating to disclose the information to the public and improving transparency would reduce corruption and wrongdoings at the lower level of government officials.

Between 2001 and 2002, the state of Karnataka finally implemented the project.

The installation of the project Bhoomi was a great success and it has been proven its utility and efficiency. By March 2002, all 177 Bhoomi centers became operational and citizens were able to check their land record data. Thus, citizens enjoy fair “first come first- served” treatment by the e-government.

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

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

**Australian Government Department of Industry, Tourism and Resources,
Australia
For “Businesses Entry Point”**

The Challenge:

Unlike private sectors and non-profit organizations, government information is likely to lack transparency as governments are extremely cautious about installing new technology to their systems. They have to wait until its practicality, accuracy and security are proven. The question is that how long do they have to wait? When is the time for them to utilize the new technology to their systems?

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.gov.au) to allow business communities and stakeholders to deal with government easier, cheaper, and faster than ever.

By using the BEP Transaction Manager, businesses can manage, find, and complete government forms, and access more than 5,500 transactions in federal, state, and local governments through on-line. Transaction Manager successfully brought together approximately 5900 forms from federal, state, and local governments for community to fill out online.

The 2004 review indicated that since the installation of BEP, the total value of time and cost savings were approximately \$50 million a year, which represents fivefold more than current BEP annual investment of around \$9 million. The initiative has been successful, and the Australian government has proved that the installation of the new technology is practical, efficient and accurate. Currently, approximately 120 organizations are representing 180 BEP websites on a daily basis.

This exercise provides business communities and stakeholders significant benefits, and supports the service delivery to be efficient and effective. The highest priority for government is to reduce the regulatory burden on small businesses. BEP would not reduce regulation itself; however, by providing various information and resources online it would allow small businesses to fulfill their compliance obligations much easily and quickly than before.

In 2004, the BEP website was reaching to 20% of the small business sector. The vast majorities of those users were in the early stage of businesses and were searching for information for the Australian Business Number (ABN) which is required by all businesses. Also, over 2 million users search for information for the Australian Business Register (ABR) per month. The use of new technology and e-government to deliver has added great value and benefits both the government and business community.

For more information, please go to: www.business.gov.au

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

**Crossroads Bank for Social Security – Belgium
For “Government Program of the Belgian Social Security”**

The Challenge:

Improving social security benefits with the use of information technology for citizens of Belgium. In order to provide efficient and effective service delivery, the government of Belgium installed the e-government system and abolished the classical method of social security administration.

The Solution:

In 1991, the Crossroads Bank for Social Security (CBSS) was created, and aimed to organize information efficiently and transparently. By doing so, it would be able to deliver consolidated statistical information to the politicians and other stakeholders in order to support the social policy.

The primary objectives of the e-government program of the Belgian social sector are to grant effective and efficient services with a minimum of administrative formalities and costs for all the involved, to improve and reorganize radically the service delivery processes amongst the actors in the social sector, and between those actors on the one hand and the citizens and the employers on the other hand, to promote information security and privacy protection by the actors so that all the involved actors, citizens and employers can have justified confidence in the system, and to deliver consolidated statistical information to the politicians and other stakeholders in order to support the social policy.

The CBSS manages all social security offices that are connected onto the network. All these networks have a legal obligation to make all information available in the secure network from each other based on the TCP/IP protocol.

All the social data of citizens and companies are exchanged with unique identification keys that make process much faster, more efficient, and more effective than the classical method. 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 be holding 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 signature. This national project is initiated by the CBSS, and the Ministry of the Interior and the Federal Ministry for ICT (FEDICT).

Also, since 1 January 2003, all companies have been provided 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. It means that citizens and employers do not have to request from one social security office to pass to another social security office. According to the Belgian Federal Planning Bureau, the data exchange processes between the employers and the social security offices through e-government lead to an annual saving of administrative costs of more than 1 billion euros 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 go to: www.ksz-bcss.fgov.be

Using electronic government to provide high level services to industries and businesses:

**Dubai Municipality, the United Arab Emirates
For “e-Government Municipal services”**

The Challenge:

A majority of this city’s revenue are 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 1 million.

The purpose of the Dubai Municipality e-services is to deliver quality of services to the residents, businesses, and government partners and clients. Also it emphasizes reducing internal operational overhead, enhance revenues and promote Dubai’s image as a commercial and tourism 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 the customers and clients. Currently, the Dubai Municipality e-services have over 24,000 registered user organizations and online businesses, and provide 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, NOCs, Laboratory, Health and Environment. These services can be provided through mobile phones as well. The Dubai Municipality also improved 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 eservices. More than 75% of the e- services users commented that e-services of 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. The Dubai Municipality has set high standards in achieving goals.

In order to achieve a great efficiency and effectiveness for the users, the new objective is to deliver 90% of services through e-services by the summer 2007. Also, it is important for e-government to monitor transactions over the Internet in order to secure users’ information and protect the system from computer viruses.

For more information, please go to: www.dm.gov.ae

2006 Special Award in Innovation

Measuring the level of innovation in the public sector through a web-based system user-friendly:

**The Ministry of Government Administration and Home Affairs, Republic of Korea
For “The Government Innovation Index (GII)”**

The Challenge:

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 MOGAHA, is a tool to measure the level of innovation achieved in the public sector.

The GII is a compound index consisted of various elements that ascertain efforts for innovation and results by scientifically diagnosing numerous signs and evidence apparent in an organization undergoing 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 in 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 a continuous demand, and in the first half of 2005, it was developed in earnest. 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 the weakness in carrying out the innovation effort. 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 traits of the innovation efforts. The GII is continuously improving its model and working hard to enhance users' convenience.

By conducting a comparison with such other subjects as private companies, Asian countries 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 go to: www.mogaha.go.kr

PART THREE

Successful Stories of the United Nations Public Service Awards' Winners

2007

Chapter VI

2007 United Nations Public Service Awards Winners' Successful Stories

1. 2007 UNPSA Winning cases

This chapter highlights the 2007 Public Service Awards winners and the organizational achievements that made them uniquely qualified for this special award. In the 2007 competition, the Public Service Awards was given in the following three categories: (a) Improving transparency, accountability and responsiveness in the public service; (b) Improving the delivery of services; and (c) Fostering participation in policymaking decisions through innovative mechanisms.

For the 2007 competition, 193 nominations have been received from 46 countries. The number of applications, as well as their geographical distribution, has significantly increased compared to 2006 (146 applications). In 2007, a total of fourteen pioneering projects from the developing and developed world were honored with the most prestigious international recognition of excellence in public service, including Australia, Austria, Azerbaijan, Canada, Chile, India, Kenya, Lebanon, Morocco, Republic of South Korea, Singapore, South Africa, Switzerland, and United Arab Emirates.

In 2007, four new UNPSA products have been developed in order to provide information about the Awards Programme in a more comprehensive way as well as to give more prominence to its activities and impact on public sector performance around the world:

- A new website of the United Nations Online Network in Public Administration and Finance (UNPAN) featuring, in a user-friendly manner, all information related to UNPSA is available (http://www.unpan.org/dpepa_psaward.asp). It also includes relevant information in the six United Nations official languages;
- A new online database to facilitate online applications;
- Users' guidelines for the online UNPSA database;
- The UNPSA Newsletter;
- A follow-up questionnaire to gather past winners' experiences;
- The new brochure of UNPSA.

The recipients of the 2007 UNPSA are listed below:

2007 UNPSA Winners

CATEGORY 1			
Improving transparency, accountability, and responsiveness in the Public Service			
<i>Region</i>	<i>Status</i>	<i>Country</i>	<i>Institution</i>
Africa	Winner	Kenya	Performance Contracts Steering Committee Secretariat For "Performance Contracts"
Asia	Winner	Singapore	Ministry of Finance, Ministry of Manpower and Central Provident Fund Board, Singapore For "Progress Package"

	Winner	India	Information Technology and Communications Department, Government of Andhra Pradesh For “e-Procurement Project”
Europe	Winner	Austria	Federal Chancellery of Austria For “Electronic law making processes (eLaw)”
Latin America and the Caribbean	Winner	Chile	Dirección de Compras y Contratación Pública, Ministry of Finance For “ChileCompra”
Western Asia	Winner	Azerbaijan	The State Oil Fund of Azerbaijan For “Extractive Industries Transparency Initiative”
North America and the Pacific	Winner	Australia	Australian Public Service Commission For “State of the Service Report”

CATEGORY 2 Improving the delivery of services			
<i>Region</i>	<i>Status</i>	<i>Country</i>	<i>Institution</i>
Africa	Winner	South Africa	e'Thekwini Municipality For “e'Thekwini Water & Sanitation Debt Relief Programme”
	Winner	Morocco	Arrondissement Agdal, Fez, Morocco For “Fez eGovernment project”
Asia	Winner	Republic of Korea	Ministry of Justice For “Korea Immigration Smart Service (KISS)”
Western Asia	Winner	UAE	Dubai Government Excellence Department For “Dubai Government Excellence Program”
	Winner	Lebanon	Lebanese Ministry of Finance For “Taxpayer Service”

CATEGORY 3 Fostering participation in policy-making decisions through innovative mechanisms			
<i>Region</i>	<i>Status</i>	<i>Country</i>	<i>Institution</i>
Europe	Winner	Switzerland	Statistical Office Canton Zurich, Ministry of Justice and Interior For “e-Government Project (e-voting)”
North America and the Pacific	Winner	Canada	Tli Cho Community Services Agency For “Participatory management and delivery of social, services, including health and education to the TliCho Community”

2007 UN Public Service Awards Ceremony

The Fifth Public Service Awards Ceremony, as previously mentioned, took place on 26 June 2007 at the United Nations Office in Vienna during the 7th Global Forum on Reinventing Government. About 50 high-ranking government officials, including ministers, from 14 countries received awards on behalf of their governments.

The Opening Address of the Ceremony was delivered by **United Nations Deputy-Secretary-General Asha-Rose Migiro** who welcomed the winners and the participants who were joining the UN Public Service Day celebrations from all over the world. She congratulated the winners on their important achievements and noted that their presence at the Awards testified to the seriousness of the efforts that they and their organizations had made to respond to the expectations of the people. She also stated that looking for and implementing creative solutions to public problems is one of the best ways to increase citizens' trust in their governments, the main theme of the 7th Global Forum on Reinventing Government. The Ceremony was web-cast live over the Internet and broadcast by the UN Radio. Archives and pictures of the Ceremony are available on the UNPAN at: http://www.unpan.org/dpepa_psaward.asp.

2. 2007 UNPSA Winners' Achievements

A summary of the achievements and contributions to innovation in government made by the winners of the 2007 UNPSA are hereafter presented by category and region.

Category 1: Improving transparency, accountability, and responsiveness in the Public Service

Making public administration results oriented and efficient through a performance contracts system

Performance Contracts Steering Committee Secretariat - Kenya For "Performance Contracts"

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 Challenge

Since independence, performance of the Kenyan public 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 controls; multiplicity of principals, frequent political interference, poor management; and outright mismanagement.

Over time, the government has implemented different strategies to address this challenge. These strategies included: structural adjustments, privatization, commercialization, contracting out new budgeting and planning systems. Even with these strategies being implemented, performance of the public 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 were launched to implement a performance based contracting system in the public sector. A Performance Contract is an agreement between a 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 system of performance Contracts (PCs). The scope, speed and magnitude 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 was first and foremost, to solicit and obtain political and bureaucratic 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-sign 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. What is more, the institutions conduct, every year, 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 recognized and handed out awards by 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 aspect 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. Evaluation is also carried out by people drawn from the private sector. This alone has achieved accountability levels never seen before in the public 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 6 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 percent over the previous year and 13 percent 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 1 through 5 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 this regard that 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 government.

The basic concept of a PC is not new either in Kenya or 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 1 – 5. The absence of such a measurable scale explains the failure of previous attempts.

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

Ministry of Finance, Ministry of Manpower and Central Provident Fund Board – Singapore

For “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 objective, structure and delivery to citizens by distributing budget surpluses to all Singaporeans, with more for elderly and poorer Singaporeans.

Challenge

In the last 40 years, Singapore has enjoyed prosperity and economic growth. This has enabled its citizens to command good wages and achieve a high standard of living. However, like 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 low wage Singaporean workers 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 together 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, 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 public services were provided through different government agencies making it difficult and time-consuming for citizens to access and take advantage of social services.

Moreover, qualification for many of these schemes was also contingent on citizens making cash contributions to their individual pension accounts i.e. the Central Provident Fund account, which led to many lower-income Singaporeans missing out on these schemes. Previous schemes were also less targeted in terms of their allotment of monies 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.

Solution

In view of the problems in the previous schemes, 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 the exercise, (ii) transform the administration: simplify the sign-up process and find a more efficient means of distributing monies to Singaporeans, (iii) promote social inclusion and equity: provide targeted help to vulnerable 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 schemes, 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 schemes: Growth Dividends; Workfare Bonus Scheme; Utilities-Save, Service & Conservancy and Rental Rebates; Top-ups to CPF Special/Retirement and Medisave Accounts; Opportunity Funds to MOE schools and self-help groups; and 40th Anniversary National Service (NS) Bonus. Through consolidating the different schemes 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, VWOs, nursing homes, welfare homes, and the Singapore Prisons Service. The successful outreach resulted in 97% 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, each of whom improved his income by up to 12.5% for 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 represent a paradigm shift in policy objective, structure and delivery to citizens. The four key achievements are the following.

“Policy” – A New Concept of 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 compared to previous surplus sharing schemes. Also, for the first time, a surplus sharing scheme that rewards regular and productive work was rolled out.

“Product” – A Transformation of Administration: The Progress Package consolidated six different schemes into one umbrella package through harmonizing eligibility criteria, sign-up processes and providing a common government touch point (website, email address and phone line). Almost all eligible beneficiaries were determined automatically from Government 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 schemes. 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 cheque.

“Service Delivery” – A Socially Inclusive and Equitable Outreach to Vulnerable Groups: The citizen-government transaction was simplified to increase the reach 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 on-the-spot cases.

Making public procurement more efficient and transparent by creating an on-line portal accessible to all

Information Technology and Communications Department, Government of Andhra Pradesh, India

For “e-procurement project”

Summary

The eProcurement initiative in India has transformed the procurement process in government departments by automating processes and work flows resulting in greater efficiency within government departments and reduced corruption by eliminating subjectivity in the evaluation of tenders.

Challenge

In Andhra Pradesh the cycle time of the tendering process was long, often not highly transparent and cumbersome. The traditional system of procurement in government departments through manual operation suffered from various problems, including inordinate delays (approx. 4 to 6 months) in tender processing, heavy paper work, 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.

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 end-to-end, right 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, saved costs on account of competition generated due to remote bidding and reduced corruption.

In the pre e-Procurement era, the departments used to take 90-135 days for the finalization of high value tenders. The tender cycle time has gradually come down to an average of 42 days over a period of one year and 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 the activities of users are logged in the system.

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 'any where' and 'any time' from the Internet. This has empowered the supplier as he is no longer dependent on the government workers for issuing of RFPs, clarifications on the bids, bid submission, information on tender evaluation status, etc. The entire e-Procurement process has been designed to eliminate the human interface i.e., supplier and department interaction 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 greater business opportunities for suppliers. In fact, before the system was 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 on-line. 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 machinery and overheads.

The government has set up a corpus fund outside the regular treasury controls with contributions from all the successful vendors using the eProcurement 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 refresher trainings to users, seminars and workshops etc. This project has received several awards in the past besides the UN Award.

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

Federal Chancellery of Austria - Austria

For “Electronic law making processes (eLaw)

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.

Challenge

The law making 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 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 law making 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 law making process while simultaneously reducing its duration and costs.

Solution

In 2004, the Federal Chancellery implemented a complete digital law making 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 law making process. It plays a vital role through the life cycle of a legislative act comprehending all stages of law making 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 G2C service. Nowadays, draft bills, government bills and the Federal Law Gazettes are stored and made accessible to the general public free of charge via internet. Hence, it is possible also for people not having been directly involved into the law making process, to get a deep insight into the genesis and future amendments of any law which improves transparency of the law making process considerably. The eLaw system has also increased efficiency in the Austrian administration itself because all participants use one and same system for the Electronic File System and the eLaw System. The electronic internet version of the Federal Law Gazettes counts about 95.000 hits per month. Promulgating laws electronically has also eliminated printing costs (about EUR 400.000 per year).

The project was officially launched in June 2001 following a formal decision of the Council of Ministers to establish an e-law making system. The Federal Chancellery was made responsible for its implementation together with private companies. The first pilot project started in March 2002 involving six ministries. After a training period of the future users, the functionality and usability of the system were first put to test operation and finally to real time operation. The eLaw workflow software includes: web based user interface, handling of processes spanning several organizations, 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 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 authentic law 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 law making system represents a fundamental cultural change. The legally authentic version of an Act is no longer paper based, but the electronically signed publication on the internet. The electronic signing of 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
- Recycling of data
- Easier administration of different versions of documents
- Implementation of a uniform layout
- Support for legislative bodies
- 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 law making process was planned and is realized as a whole, allowing a frictionless transmission of data files from one organization to the next without any media disruption; parallel processing by several organizations at once was made possible.

The legislative process is split into different sub-processes of a workflow. The main different 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
- 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 also. In the parliament an autonomous IT-system is used. Every bill has to be transferred from the Federal Chancellery (BKA) to 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.

Making public procurement easier, less costly and more transparent

Direccion De Compras y Contratacion Publica, Ministry of Finance, Chile

For “ChileCompra”

Summary

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

Challenge

The public procurement process in Chile was time-consuming, costly and not highly transparent. Following a few scandals of corruption occurred in the country in 2002, both the governing coalition and the opposition decided to launch in 2003 a comprehensive reform to modernize the public sector. At the same time, due to low economic growth registered 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.

Solution

ChileCompra is the Public Procurement and Contracting System of goods and services, a business spot managed by the Public Procurement and Contracting Bureau of the Ministry of Finance that allows the encountering of public buyers 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 at large.

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

The Public Procurement and Contracting System of Chile aims at reaching high standards of efficiency and transparency in the public procurement markets. To this effect, the Government has introduced different components of regulations and management to this market: an electronic commerce platform www.chilecompra.cl, management of competences and 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 the access to the information regarding State procurement and contracting processes, with a positive economic impact for 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 of Public Agencies.

Finally, the digitalization of the procurement processes of Public Agencies has resulted in an increase of electronic commerce, economic growth and improved competitiveness. Each 10 seconds there is a new business opportunity for country enterprises. The public procurement market comprises 3% of GDP. In 2006, US\$ 3.500 millions were traded in www.chilecompra.cl. During this period, monthly average of purchase orders issuance overcame 100.000. More than 230.000 suppliers and almost 900 Public Agencies are registered in the ChileCompra System. Approximately 88% of bids awarded suppliers in ChileCompra are Micro and Small Enterprises.

Making the Extractive Industries more transparent and efficient by bringing all stakeholders together in evaluating its revenues and expenditures

The State Oil Fund of Azerbaijan - Azerbaijan

For “Extractive Industries Transparency Initiative”

Summary

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

Challenge

In 2002 the former UK Prime Minister Tony Blair launched the Extractive Industries Transparency Initiative (EITI) at the World Summit for Sustainable Development in Johannesburg in September. The First EITI Lancaster House Conference held on June 17, 2003 in London set out the EITI Principles, which acknowledged that the natural resource 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 and Azerbaijan volunteered to become a pilot country.

A number of governments, the extractive industry companies and non-governmental organizations 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 expected to take in more than 150 billion dollars over the next 15 years, a significant portion of government revenue, ensuring financial transparency in the oil industry was regarded as pivotal to promoting investor confidence in the country as a whole.

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 volunteer 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 in November 13, 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 November 24, 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 March 15 and semi-annual on August 15. A new audit firm is selected for each reporting cycle. Deloitte was announced on December 20, 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 15th March 2005. It was the first published report of this kind in the world. The full report and the press-release have been uploaded on 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 corroborates 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 promoting 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 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.

Enhancing public service performance and accountability through the State of the Service Report

Australian Public Service Commission - Australia

For “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 where it needs to further improve to ensure that it delivers effective outcomes for the Australian Government and the community into the future.

Challenge

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

Solution

The Australian Public Service (APS) Commission has been required to present an annual State of the Service Report to 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 through Regulations and then through 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 size, number of full-time and part-time employees, mobility, 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; organizational 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 2005–06* are two other publications—the *Australian Public Service Statistical Bulletin 2005–06* and the *State of the Service Employee Survey Results 2005–06*. A summary pamphlet, *State of the Service 2005–06 At a Glance*, has also been prepared. These publications are available on the Commission website at: <<http://www.apsc.gov.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 organizational 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 providing evidence of how well APS agencies are conforming with key aspects of the Public Service Act 1999 and for making assessments about the performance of the APS in a range of areas.

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 range of areas for example in terms of its organizational capability and the effectiveness of agencies' workforce planning.

The State of the Service Report also helps nurture a 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 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 public 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
- Focus should be on continuous improvement.

The State of the Service report has allowed the effectiveness of the APS as a whole to be monitored in an environment where most employment powers are devolved to the agency level. There has been a continuous focus on improvement over the life of the Report which now utilises an on-line 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. The Commission has placed a strong focus on engaging with agencies in relation to the State of the Service Report. 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.

Category 2: Improving the delivery of services

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

eThekweni Municipality - South Africa

For “eThekweni Water and Sanitation Debt Relief”

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, which has resulted into a significant financial saving and elimination of a large percentage of the existing debt.

Challenge

Local governments in South Africa, in particular, metropolitan municipalities are faced with spiraling water debt due to the non-payment or irregular payment by customers in low-income areas. As the majority of all local government income is generated locally, the 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 with 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 and experienced other forms of financial restrictions. Due to the devastation of HIV/AIDS, many households were headed by pensioners and/or children, this further heightened economic and social pressure within these households. So to arbitrarily cut off their water supply would have worsened their economic position and have devastating consequences for the well being of these families.

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 indigent customers in arrears could become debt free by making regular monthly payments. Through this programme, local officials launched a campaign to explain to the citizenry debt problems 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 eThekweni customers who had accumulated large arrears due to leaks, mismanagement and the general non-payment of accounts. Once they were identified they were educated on how best to manage their limited resources and, where possible, additional support was provided by the municipality. 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 much-needed additional income.

People on the programme had to live in homes where the value was less than R100 000 and had to have arrears of 90 days and more. 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 visual leaflet to explain the programme in 'a user friendly way'. CSAs were trained and were managed by Khanyisa Projects to educate customers in their homes regarding their debt and the options available to them. Here CSAs used the leaflet, the billing history and the meter readings to assess the reason for the arrears, and explained how the debt relief could be utilised by the customer. 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 this 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. 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.

Ensuring access of all citizens to civil records services through the creation of an on-line portal

Arrondissement Agdal, Fez - Morocco

For “eFez project”

Summary:

In partnership with the research team of the ICT-for-Development Laboratory (ICT4D Lab) at Al Akhawayn University in Ifrane, Morocco, the Municipality of Agdal, Fez of 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 their degree of basic literacy and/or familiarity with ICT use.

Challenge

In Morocco most government services, such as getting a passport or acquiring the papers required to register to vote, 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.

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 on-line system. The team successfully completed in July 2006 a pilot e-Government project (eFez) funded by the IDRC and deployed at 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 priorities, 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 ICT-enable their offices, 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 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. eFez success has facilitated a growing interest in implementing Information and Communication Technologies (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 at Fez are voicing their needs to benefit from a similar electronically enabled service delivery in the remaining 33 Vital Records Offices (*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 with regards to their interest in having BEC electronically enabled service delivery deployed within their respective BEC governance structures. In this sense, eFez success has been communicating clearly the feasibility of building e-government system in a typical Moroccan context.

EFez’s success was acknowledged at the national level and awarded with the prestigious prize “eMtiaz 2006” as best e-government project in Morocco. It also received the Technology in Government in Africa (TIFA) Awards in May of 2007.

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

Ministry of Justice - Republic of Korea

For “Korea Immigration Smart Service (KISS)”

Summary

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

Challenge

The outstanding economic growth of Korea has brought about a great increase in the number of passengers who enter and depart from Korea. Today, the number reaches around 100,000 per day. As this is 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 and this caused frustration among immigration officials and delays for passengers. Customers spent a decent amount of time lining up for immigration clearance service at the airport. The complicated process and unacceptable attitude of immigration officers became the chief complaint of customers. These were main barriers that kept the Korean immigration clearance service from obtaining a good reputation in terms of 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.

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 in the era of globalization called the “Korea Immigration Smart Service (KISS)”. As a result, innovations were introduced in the organization, 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 service. 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 September 11, 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, Immigration unified two separate Exit and Entry Control divisions into one flexible organization, composed of small and mobile teams. The office also arranged more immigration officers than usual to comparatively crowded passport control sectors during rush hours and upgraded electronic programs to forecast the number of passengers at the passport control sector. Through the Speed Service, Immigration shortened average screening time per passenger by utilizing an automatically processed passenger information system. Also, cargo plane crews can have immigration clearance service 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 ASQ (Airport Service Quality) award for passport and visa inspection five times. The Geneva and Montreal-based International Air Transport Association (IATA) chooses ASQ award recipients based on inspection 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, \$1,250,000 a year was saved from the governmental budget. Furthermore, Immigration estimated the 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 work system. The immigration office at Incheon International Airport was strictly divided as the 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 organization composed of 24 mobile teams. This enhanced flexibility in management of immigration officers - more immigration officers were put on duty at the passport control sector during rush hours and less immigration officers when the flow was slow. This flexible management decreased passenger's waiting time by 60 percent for passport and visa inspection at the airport.

Secondly, MOJ developed a scientific immigration clearance service. MOJ introduced Machine Readable Passport System (MRPS) that has a function of not only reading and recording personal information on a passport automatically, but also detecting people under entry and departure prohibition. MOJ also adopted Advance Passenger Information System (APIS). APIS is a system that checks passenger's security background even before their flight's arrival. This is 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 an immigration officer. ACPS enables passenger plane crews possessing a crew registration card to have automatic immigration clearance service.

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

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

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

Dubai Government Excellence Department, United Arab Emirates

For “Dubai 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 Challenge

Like any developing environment, 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 organizational 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; traditional ways of doing things, limited freedom of action by senior staffers, opaque decision making system and organizational culture of “rule” rather than “service” underpinned that slow response.

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 to encourage diversity in the working environment, human resource training; use of the latest means of communication and information technology; by exchanging expertise within government departments and the adoption of global best practices.

Since its inception DGEP is playing a major role in fostering and engraving the 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. DGEP provides a comprehensive framework for promoting excellence in government performance, as well as guidance and support for government departments in conducting training sessions and seminars on the topic of excellence. DGEP manages several periodic evaluations by independent assessors trained by the program. DGEP took the lead to be the first program in the Middle East to start conducting periodic customers and employees satisfaction surveys for all governmental entities in Dubai, moreover conducting periodic “mystery shopping programs” in the government.

A change of paradigm took place; the administration conceived its new role as “servant” of the public and certainly no more the absolute “rule maker”. 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 roots in the decision-making process: consultation with internal and external stakeholders led to a participatory approach in public administration. Though applied unequally well in all public institutions, the majority joined in, the others became followers, attempting to catch up with the front runners.

The role of DGEP is not restricted to what was mentioned, since DGEP is acting as an incubator for several distinguished programs aiming at developing the governmental entities in Dubai; such as; 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)....etc.

All the above-mentioned projects have influenced different aspects of governmental departments performance, resulting in the establishment of various distinguished performance excellence programs and systems related to customers’ relationship management, including customers identification systems, customers’ need assessment systems, customers’ complaints management systems, customers satisfaction systems, customers’ communication systems, e-government services (72% of the governmental services are electronically based) which in turn provide better, more reliable, more efficient and effective public services.

Making it easy and faster to file taxes through an on-line filing system

Ministry of Finance, Lebanon **For “Taxpayer Service”**

Summary

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

Challenge

In Lebanon the tax filing system was complicated and information was difficult to access resulting in a low tax payers’ 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, which in turn was harmful to its sound functioning, and inconsistent with the long-term objectives of the Ministry of Finance.

Solution

To overcome the above mentioned challenges, the Ministry of Finance launched a programme: (a) to revamp the tax administration through the reengineering and modernization of existing systems and processes, (b) to promote the simplification of tax returns, (c) to develop tax guides and other communication material to inform taxpayers of their rights and obligations, (d) to promote the recruitment and training, as well as rotation of qualified young graduates for an improved image; (e) to introduce in the Ministry new equipment to improve the delivery of services, (f) to minimize contact with taxpayers through the use of regular and electronic mail for tax enquiries and return filing, and most importantly, (g) to 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 started from a complete manual management of taxpayer files and records, and was transformed by the project to a near complete automated function with dedicated offices, redesigned procedures, and freshly recruited & trained staff. The streamlined processes allowed for the decrease in interaction with taxpayers for increased efficiency. The use of regular and electronic mails & website lead to greater effectiveness of operations to all stakeholders. The internal and external communication was enhanced by the availability & dissemination of information. Finally the quality of service was improved through continuous education, assistance and training of staff.

The tremendous leaps that have occurred in the delivery of services to taxpayers in Lebanon can be considered a veritable achievement realized despite the local and regional challenges. The changes implemented through the new taxpayer services resulted in an overall customer satisfaction and: (a) a higher voluntary compliance rate, (b) reduced number of cases of disputes, (c) increased revenues to the Treasury, (d) updated taxpayer database, (e) enablement of e-taxation, (f) automated track record for taxpayers enquiries for future follow-up, (g) automated process of tracking transactions in process, (h) reliance on postage for distribution and receipt of returns/correspondence, (i) fair gender distribution, and (j) continuous dissemination of information on new developments through media channels, (k) determination of response times for various transactions, and (l) website with downloadable links (for e-filing, and e-tracking of taxpayer accounts), latest developments, and online receipt/reply to enquiries. Moreover dedicated offices to taxpayer services are now available in Beirut and throughout the regional offices. All these changes led to timely and lower cost services to taxpayers.

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

Making it easier and faster to cast votes in elections

Statistical Office Canton Zurich, Ministry of Justice and Interior, Switzerland For “e-Government Project (e-voting)”

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.

Challenge:

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) the voting rights, (2) the voting secrecy, (3) the capturing of all votes, and (4) the 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.

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) belongs to 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, allowing the Statistical Office 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 service-oriented structure is ideal since it covers the full range of voting concepts, including national votes on referenda, votes on citizen initiatives with counter 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 Zurich e-voting system has been realized for a total amount of 2.5 million Swiss Francs development costs and 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: <https://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: <http://evotingdemo.zh.ch>.

The Zurich e-voting system has been successfully tested and applied for federal, local and organizational elections and referenda. It was first tested for 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 organization in the world wishing to employ e-voting. This world-wide unique solution to e-voting, which was developed in conjuncture with Unisys, was awarded the prize for best software in 2005 by the Swiss ICT society. Its compelling features were said to be its flexible compliance with complex voting concepts, its service-oriented modular structure allowing for flexible extensions, and its 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.

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

Tli Cho Community Services Agency, Canada

For “Tli Cho Community Services”

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.

Challenge

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 of the residential schools 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.

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 saw the success of the 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 and family and children’s services within one organizational 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 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 GNWT and the Dogrib Treaty 11 Council

established a partnership and created the Dogrib Community Services Board. The Dogrib Divisional School Board was expanded to include responsibility for the delivery of Health and Social Services. Board members were the 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 create the vision and mission statement for the DCSB. The organization now had a clear direction into the future (see "Background" below). 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. 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 approach 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 is making a difference in improving the health and well being of all residents in the Tlicho, 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.

PART FOUR

Lessons Learned from the UNPSA

Chapter VII

The Impact of the UNPSA on Innovation in Government

1. Introduction

During the most recent Ceremony in June 2007, UN Public Service Awards Winners greatly commended the efforts of DPADM in organizing a world class Ceremony and encouraged the United Nations to continue with the initiative of UN Public Service Awards and the celebration of Public Service Day. It was recognized that the United Nations should make every effort to disseminate successful practices in government and to assist countries in accessing the information about them, in particular through the UN Portal on public administration UNPAN (www.unpan.org) and its various initiatives on innovation in governance.

As reiterate by the Economic and Social Council in 2005, “Improvements in the delivery of public services contribute greatly to good governance for the achievement of international development goals. The United Nations Public service Awards Programme is very important in inspiring public servants all over the world to work towards perfecting their approaches, methodologies, practices, systems and processes, as well as in delivering public services focusing on results and responsiveness to the people they serve. Coupled with the United Nations Public Service Day celebrations, the Awards Programme enhances the visibility and transferability of innovations, as well as opportunities for sharing experience in the improvement of public service performance. Furthermore, highlighting the best experiences in public administration could be a catalyst for change in other public organizations.

The successful impact of the Programme on the countries is two-fold: at first, the Programme can be considered as very helpful to help the countries in getting a complete snapshot of the condition of their public administration and assessing the situation in an accurate manner; and subsequently as a very efficient and effective tool to disseminate successful practices in government and to assist countries in accessing the information about them. Moreover, it is the only global recognition which acknowledges and encourages public organizations 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 United Nations Deputy Secretary General at the Public Awards Ceremony held during the 7th Global Forum on Reinventing Government in Vienna in June 2007:

“These extraordinary achievements show that innovation and creativity in modernizing the public service are not only a question of means, but above all a question of political will, personal initiative, and vision, as well as dedication to serve the people and enhance the quality of their lives. 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. “

As the most prestigious international recognition of excellence in public service, the UNPSA Programme is an important repository of innovations in governance. One of its purposes is to

promote sharing and dissemination of exemplary practices around the world. Since its launching in 2003, governments around the world have shown and expressed their strong interest in the UNPSA Programme. This interest is expressed in two ways: not only has it been demonstrated by the increasing number of applications received year after year by the Division for Public Administration and Development Management, but also by the positive answers given by the winners to the follow-up questionnaire, which was sent every year to evaluate and assess the impact that winning the UNPSA Award had on their institution.

Most of the answers received confirmed that awarded institutions became more prone to innovation, and all of them developed other innovations since they received the UNPSA Award. Subsequently, this international recognition significantly enhanced the morale of their personnel and thus encouraged a positive environment for change. More attention from other institutions and partners has been brought to their innovation, 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 (see Annex I). Besides many winners innovations are either replicated, or studied to replicate the process that led to success. For more information about the UNPSA media coverage since 2003, please go to http://www.unpan.org/dpepa_psaward.asp

Box: Article in Asian e-government magazine on the UNPSA 2007

E-Procurement Project of Govt of AP bags UN Public Service Award for 2007

The E-Procurement project [<http://www.eprocurement.gov.in>] of the Government of AP has bagged the prestigious UN Public Service Award for 2007.

The Award was given under the head: Improving transparency, accountability and responsiveness in the Public Service. This project is the only one spotted from India for the distinction. There are, in all, 14 awards in various categories from across the world. ASCI had taken the initiative to nominate the E-Procurement Project to the UN panel for this award. The selection of projects for the honors was a multi-stage process and finally an expert committee of the UN selected the winners.

The United Nations Public Service Awards is a prestigious international recognition of excellence in public service. It rewards the creative achievements and contributions of public service institutions to an effective and responsive public administration in countries worldwide. Through an annual competition, the UN Public Service Awards promote the role, professionalism and visibility of public service.

The winning team will receive a certificate and trophy on the UN Public Service Day. The awards ceremony is scheduled for 26th of June, 2007 at Vienna, Austria.

The E-Procurement project built and managed by the Information technology and Communications department of Government of AP is an Internet-based platform for Government procurement. This was a pioneering project when it came about in 2003. This project has led to enormous savings in Government procurement, brought down the cycle time of the tendering process, improved transparency and brought about a level-playing field between small and large government suppliers. This project has received several awards in the past, but winning the UN Award is certainly a crowning glory, bringing honour to AP and India. ASCI congratulates the E-Procurement Project team from the Government of AP for this outstanding achievement.

Source: News article from e-Government magazine of 2nd July, 2007

2. How winning the UNPSA further promotes innovation in government: Three stories from past winners

Past UNPSA winners were sent a questionnaire to evaluate the impact that winning an UN Award had on their institution (see Annex I). Most of the answers received confirmed that awarded institutions became more prone to innovation, and all of them developed other innovations since they received the UN Award. This international recognition also significantly enhanced the morale of their personnel and thus encouraged a positive environment for change. More attention from other institutions and partners has been brought to their innovation, 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 winners' innovations are either replicated or studied to replicate the process that led to success.

To better illustrate the scope of the successful impact engendered by the UNPSA Programme, a few winners' success stories are presented hereafter:

Public Procurement Service – Republic of Korea

Winner of a UN Public Service Award 2003 in the category “Innovations in the Public Service”

Public Procurement Service (PPS) provides around 30,000 Korean public institutions with goods and services needed to carry out their responsibilities and give better service to the people.

PPS has undergone a procurement administration reform to reduce inconvenience and inefficiency and eliminate irregularities. This reform included the implementation of an e-procurement system, a reorganization to develop a customer-oriented service, the opening of procurement related information to the public through the Internet and participation of external experts such as NGOs in the procurement process to root out sources of irregularities and corruption.

Since receiving the UN Award, 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. They adopted the Multiple Award System (MAS) for Supplying services to enlarge choices for customer agencies, since there was only one supplier for each item. Under the MAS system, customer agencies enjoy a wide selection of choices with multiple suppliers. PPS also developed a custom-tailored service for Construction services. This institution used to provide bidding and contract services only. Customer agencies without technicians were having difficulties planning, designing, analyzing cost, and inspecting 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 such as, among others, Personal Digital Assistant (PDA)-based mobile service, e-catalogue services, e-mall for the public procurement, and Radio Frequency Identification (RFID)-based government properties management system.

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 organizations 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 organizations.

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.

Etablissement Autonome de Contrôle et de Coordination des Exportations (EACCE) – Morocco

Winner of a UN 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 consisted in a revitalization of human resources, decentralization and enhancement of control facilities, and a collaboration of public and private entities. These reforms significantly impacted the international competitiveness of domestic enterprises.

Since receiving the UN Award, 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 will be operational in July 2007. It will enable citizens nationwide to download major administrative documents through Internet connection.

South African Police Service – South Africa

Winner of a UN 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 one of its key priorities. Particular importance was given to making service delivery faster to communities in the rural and far flung areas which needed greater access to quality services.

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 place the needs of the public first, enabled a better and faster response to the citizens needs. The objectives of service delivery included welfare, equity and efficiency.

Since receiving the UN Award, 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 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.

Chapter VIII

Lessons Learned on Innovation in Governance

The 5th Anniversary of the United Nations Public Service Awards represents a great occasion to take stock of the situation since the launching of the Programme in 2003. It is important to note that to day, many governments around the world decided to revitalize their public administration and service delivery and to that end, a very significant number of innovative and successful solutions are being applied to governance and public administration challenges. 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 people implicated in solving a problem as well as leadership are critical components of the process. The process of innovation implies the following steps:

- 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 (e.g., video cameras to document case studies);
- Dissemination of results;
- Monitoring of implementation;
- Coordination and integration in to the policy framework;
- Sustainability of the innovation (institutionalized rather than linked with a particular person); and
- Innovation can be prospective (rational and intentional) or retrospective (“muddling through”).

The experience of the Public Service Awards exemplify 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 – There should be a commitment of leaders at all levels to challenge status quo and make decisions that impact society. “Leadership usually means going against the traditional, 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 bring 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.

Organizational culture supportive of innovation – It is a culture conducive to risk taking, initiative, creativity, learning and change. In order to build culture supportive of innovation, people involvement in the organization’s business should be optimized. Employees should not simply execute commands from the top, but share in the organization’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 with 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. Innovative culture also assumes 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 (ibid.)

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 a 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 organizations 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 organizations, both public and business, 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 organization's members will enhance its innovativeness. An organization's diverse workforce is its valuable source of innovative ideas and creative solutions to problems.

Knowledge management – Experience and knowledge in an organization 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 organizational asset, which needs to be protected and disseminated. It is a source of valuable information about an organization's operations, culture, as well as its strengths and weaknesses. Organizational 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 organizations 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 best practices help build confidence in the taxpayers that their hard-earned money is being spent wisely, it encourages public organizations to learn about the latest innovative techniques and to identify improvement opportunities in their own areas.

Interaction with citizens – Public sector organizations should constantly monitor citizen's needs and expectations in order to respond to citizen's priorities for improvement. They should adopt citizen focus to the process of reviewing and improving the quality of service delivery. This approach is most likely to lead to innovations that ensure citizen satisfaction with the delivery of public services. Consulting with citizens and constantly seeking their feedback will allow public service providers to review successes and past performance and set out improvements to be made

in the future.

Development of flexible processes – Organizations need to be flexible in applying rules and regulations in order not to create unnecessary problems and, therefore, hinder the innovation process. 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, organizations should not violate rules or have the ethical conduct of its employees compromised.

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 will 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 organizational setting may do so in another. What works here may not work there.

Therefore, “best 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.

Innovations in public administration can often lead directly and/or indirectly to economic and social development through creating changes in different areas:

- in implementation and delivery of services, which improve accessibility of services, augment their coverage, increase the speed of their delivery and promote client-oriented culture. These changes often have an immediate effect and get recognized by citizenry.
- in processes and working methods of an organization, which include but are not limited to simplification of procedures, computerization, improvement of inter-office communication and overhauls in performance appraisal systems. The immediate and medium term effects of these changes are usually more effective expenditure of budgets, reduction in the cost of running an organization, increase in the efficiency of operations and performance.
- in behaviour – they are critical in sustaining the gains yielded by innovation efforts. Changes in behaviour require continuous involvement, choice, and a commitment
- in structure – they are all kinds of reforms, which create new governmental entities, eliminate existing ones and shift responsibilities. They usually take time to produce a noticeable effect and require a substantial amount of resources.
- in 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-centered development and ensuring optimal mobilization and use of resources.

Annex I- Follow-up questionnaire to the winners

Follow-up Questionnaire to the Winners of the United Nations Public Service Awards

The United Nations Public Service Awards Programme aims at promoting excellence in the public sector and disseminating good practices for possible replication.

In order to better disseminate successful innovations in public administration, such as the one you were rewarded for, this questionnaire intends to gather information on the impact that winning the UN Public Service Awards had on your administration.

Winners' stories elaborated from this questionnaire will be showcased in our upcoming UN Public Service Awards Newsletter and sent out to all Permanent Missions to the United Nations, as well as our partners and relevant institutions working in the field of governance.

1. In what ways has the United Nations Public Service Awards benefited your institution?

1a. Did your institution become more prone to innovation?*

1	2	3	4	5

1b. Did it enhance the morale of civil servants and thus encourage a positive environment for change?*

1	2	3	4	5

1c. Has UN Public Service Awards significantly contributed to increase other institutions / partners attention to your innovation?*

1	2	3	4	5

1d. Did your institution promote other innovations since the time you received the UN Public Service Awards?

1e. Did your innovation receive any other Awards?

1f. Other. Please specify.

2. Would your administration be interested in sharing knowledge with other countries about their recent innovations in public administration and work with other administrations to adapt your successful practices?

3. Has your innovation been replicated in other parts of your country or abroad?

If yes, where and when?

4. Do you seek innovations to replicate in your own institution among other winners' successful practices (past and present)? If yes, which winning case(s) are you particularly interested in?

5. Media coverage

5a. Has your innovation been featured on any local/national newspaper? If yes, could you send us the link or clipping by mail or e-mail?

5b. Has your innovation been broadcast on local/national networks?

6. Any Other Comments

NOTE on MAPS

- 1) Box on UNPSA Initiatives by Region at the beginning of the book
- 2) Map of the world at the beginning of each year of the UNPSA pointing out the countries where the initiatives took place;

		Finance, Ministry of Manpower and Central Provident Fund Board		surpluses to all; with more for the elderly and the poorer	transparency, accountability, and responsiveness in the Public Service	
	Australia	Australian Public Service Commission	State of the Service Report	Effective picture of the Commission's performance; strengths and key challenges identified.	Improving transparency, accountability, and responsiveness in the Public Service	2007
	Republic of Korea	Ministry of Justice	Korean Immigration Smart Service (KISS)	Quick immigration clearance service; 100,000 passengers per day	Improving the delivery of services	2007
	India	Revenue Department, Government of Karnataka	Online delivery of land records	Comprehensive land record data accessible to all; fair "first come-first served" treatment	Improving the delivery of services	2006
	Singapore	Work pass Division, Ministry of Manpower	Integrated Work Permit Online Services	Issuance and renewal processing of work permits for foreign workers within a day;	Improving transparency, accountability, and responsiveness in the Public Service	2006
	Australia	Department of Industry, Tourism & Resources, Government of Australia	Business Entry Point	Access to more than 5,500 transactions through online; \$50 million a year of cost savings	Application of information and communication technology (ICT) in government: e-government	2006
	Republic of Korea	Ministry of Government Administration and Home Affairs	The Government Innovation Index (GII)	496 public institutions measured their innovation level.	Special Award in Innovation	2006
	India	Bhagidari Cell, Office of the Chief, Government of NCT of Delhi	Citizen-Government Partnership: Bhagidari in New Delhi	Networks of decision-making actors; 1,600 citizen groups	Improving transparency, accountability, and responsiveness in the Public Service	2005
	Singapore	Ministry of Trade and Industry	Online Application System for Integrated Services (OASIS)	Processing time reduced to 12.5 days; \$1.8 million of savings per year	Application of information and communication technology (ICT) in government: e-government	2005
	Australia	Australian Public Service Commission	Stronger Accountability and Professionalism in Financial and Personnel Management in Australian public service	Each agency has the power of employer	Improvement of the quality of the public service process	2004
	Malaysia	National Productivity Corporation	NPC Interactive e-Benchmark Database for	Participation of More than 20 benchmarking with more than 400	Innovation in the Public Service	2004

			Benchmarking Communities	organizations		
	Philippines	City Government of Naga	i-Governance	Elected the most business-friendly in the country; 6.5% annual economic growth	ICT Application and local e-government	2004
	Singapore	Infocom Development Authority of Singapore	National Trust Council and TrustSg Programme		Improvement of Public Service Results	2003
	South Korea	Public Procurement Service (PPS)	Reform of procurement operations	Cut costs by 3.2 trillion won every year	Innovation in the Public service	2003
EUROPE & NORTH AMERICA	Austria	Federal chancellery of Austria	Electronic law making processes (eLaw)	Electronic involvement of all institutional stakeholders and interested parties during a law making process; elimination of printing costs	Improving transparency, accountability, and responsiveness in the Public Service	2007
	Canada	Tli Cho Community Services Agency	Tli Cho Community Services	Health and well being improved; increased high school graduation rates and postsecondary enrolment	Fostering participation in policy-making decisions through innovative mechanisms	2007
	Switzerland	Statistical office Canton Zurich, Ministry of Justice and Interior	e-Government Project (e-voting)	171 communities manage their own voting structure; all 171 communities can be linked up instantly	Fostering participation in policy-making decisions through innovative mechanisms	2007
	Belgium	Crossroads Bank for Social Security	e-Government Program of the Belgian Social Security	All social security offices connected; 380 million electronic messages exchanged in 2004	Application of information and communication technology (ICT) in government: e-government	2006
	Canada	The provincial Court of Manitoba	The Domestic Violence Front-End Project	Number of charges has been cut in half; average trial delay reduced to 11 months.	Improving the delivery of services	2006
	The Netherlands	District Water Board, Rijnland	Rijnland Internet Election System	99% of all voters use the system	Improving transparency, accountability, and responsiveness in the Public Service	2006
	Canada	City of Vancouver	Vancouver Agreement	Commercial redevelopment; innovative partnerships between 12 government agencies	Improving transparency, accountability, and responsiveness in the Public Service	2005

	Canada	Industry Canada, Office of Consumer Affairs	The Canadian Consumer Affairs Gateway (CCIG)	The service is offered 24h/ a day, 365 days in all locations	Application of information and communication technology (ICT) in government: e-government	2005
	Spain	Public Employment Service of Castile and Leon	Modernization Programm 2004	Unifies the region; allows the community to reach its employment goals	Improving the delivery of services	2005
LATIN AMERICA	CHILE	Direccion de Compras y Contratacion Publica	Chile Compra	Public procurement market comprises 3% of GDP. In 2006, US\$3.500 millions were traded.	Improving transparency, accountability, and responsiveness in the Public Service	2007
	Brazil	Secretaria de Desenvolvimento Urbano do estado de Bahia	Implementation of the Self-Sustainable Sanitation Systems		Improving the delivery of services	2006
	Mexico	Secretaria de Agua, Obra Publica e infraestructura para el Desarrollo	El programa Hidraulico Integral del estado de Mexico	13.64 million people receive water ; additional 1.9 million have access to potable water.		2005
	Mexico	Secretaria de la Funcion Publica- Unidad de Gobierno Electronico y Politica de Tecnologias de la Informacion (UGEPTI)	La Estrategia de Gobierno Digital	Access to services for millions of citizens through 1,200 direct services	Application of information and communication technology (ICT) in government: e-government	2005
	Brazil	General Board for Development of Public Services and Public Service Delivery	Citizen assistance Service Centers	554 services offered to citizens; 417 municipalities are visited by the SAC	Improvement of Public Service results	2004
	Brazil	City Hall of Belo Horizonte	Participatory Budget of City Belo Horizonte	The poorer get more resources; greater citizen participation	Improvement of Public Service process	2004
	Bolivia	National Customs Service	Aduana Nacional de Bolivia	97% of existing custom's personnel hired; all economic agents can process their import or export declaration online	Improvement of Public Service results	2003
	Chile	Servicio de Impuestos Internos	Servicio de Impuestos Internos	Contributors don't have to fill their tax declaration themselves; errors are avoided.	Innovation in the Public Service	2003
	Mexico	State of Tamaulipas	Integral Development of the Family System of the State of Tamaulipas	Reduction in costs; transparency in the administration of resources and services	Improvement of the quality of the public service process	2003

Western Asia	Azerbaijan	The State Oil Fund of Azerbaijan	Extractive Industries Transparency Initiative	Full accountability and transparency in oil and gas revenues; improvement of the investment climate	Improving transparency, accountability, and responsiveness in the Public Service	2007
	Lebanon	Lebanese Ministry of Finance	Taxpayer Service	Overall customer satisfaction; increased revenues to the Treasury; reduced number of cases disputes	Improving the delivery of services	2007
	UAE	Dubai Government Excellence Department	Dubai Government Excellence Program	Customers identification systems; customers' need assessment system; customers' satisfaction systems	Improving the delivery of services	2007
	UAE	Dubai Municipality	e-Government Municipal Services	Reduced internal operational overhead; revenues enhanced	Improving the delivery of services	2006
	Oman	Muscat municipality	Cleanliness of Muscat	Highest level of cleanliness maintained	Improvement of Public Service results	2003
	Lebanon	Education Center for Research and Development	Education Center for Research and Development	?	Innovation in the Public Service	2003