Report of the Fifth United Nations Public Service Day and Awards Ceremony

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United Nations

Contents

I.   United Nations Public Service Day and Awards: An Overview

The United Nations hosted the Fifth Public Service Awards Ceremony and commemorated Public Service Day in Vienna on 26 June 2007 during a high-level plenary session of the 7th Global Forum on Reinventing Government devoted to "Rebuilding Trust in Government".

The UN Public Service Awards (UNPSA) are handed out every year on 23 June, which has been designated by the United Nations General Assembly as Public Service Day (A/RES/57/277). Exceptionally this year, the Ceremony was held in Vienna during the above-mentioned Global Forum which hosted over 2,000 participants from all over the world, including heads of state, prime ministers, parliamentarians, representatives of international organizations and civil society organizations (for more information on this event, please see the web-site http://www.7thglobalforum.org).

The UN Public Service Awards were launched as a result of the deliberations of the 15th session of the Group of Experts on the United Nations Programme in Public Administration and Finance. During that session, the Expert Group recommended that an annual event be organized to recognize and encourage excellence in public administration by UNDESA - through its Division for Public Economics and Public Administration (now Division for Public Administration and Development Management).

The UN Public Service Awards recognizes institutional efforts to design, provide, and expand services to citizen in a cost effective manner while promoting people's participation in the design of services and the definition of their needs for poverty alleviation and as a step forward to achieving the Millennium Development Goals. Equally important, it serves to enhance the visibility and motivation of public servants around the world. Through an annual competition, the Awards promote the role, professionalism and visibility of public service.

This Report highlights the 2007 UN Public Service Awards winners and the organizational achievements that made them uniquely qualified for this special award. The purpose of the Report is not only to pay tribute to the winners, but also to share knowledge about the winning cases with interested governments worldwide who are looking for new and innovative ideas in promoting good governance. A number of finalists, selected by the UN Committee of Experts on Public Administration for the first time in the history of the Awards, are also highlighted for their contribution to improving public administration in their respective countries.

This year's selection process for the Awards brought 195 nominations from 46 countries. A total of 14 pioneering projects from the developing and developed world were honoured with the most prestigious international recognition of excellence in public service, including public organizations from Australia, Austria, Azerbaijan, Canada, Chile, India, Kenya, Lebanon, Morocco, Republic of Korea, Singapore, South Africa, Switzerland, and United Arab Emirates. The 2007 UN Public Service Awards focused on innovative projects that prioritize accountability and transparency, service delivery, and innovative mechanisms of participation in public administration.

II. United Nations Public Service Awards Nominations and Award Categories

In 2007, the UN Public Service Awards were given in three different categories:

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

Category 2: **Improving the delivery of services, and**

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

While category one and two were the same as for the previous year's competition, the third category was changed upon the suggestion of the UN Committee of Experts on Public Administration from "Improving e-government" to "Fostering participation in policy-making decisions through innovative mechanisms".

Information about the Awards (including eligibility criteria, and methods of nomination) was widely disseminated among all Member States of the United Nations, partner agencies, as well as relevant regional and national institutions through the UNPSA new web-site on the Global Online Network on Public Administration and Finance (UNPAN), its new brochure and a recently produced UNPSA Newsletter (see: http://www.unpan.org/dpepa_psaward.asp). Organizations, such as the International Institute of Administrative Sciences, the American Society for Public Administration, and many others were invited to nominate candidates for the various categories of awards. The UNPAN was also a useful medium for transmitting information about the awards to the various stakeholders. Nominations for the awards have come from:

- Governments
- Government departments/agencies
- Universities/national schools/institutes of public administration
- Private-Public partnerships
- Professional associations

(1) Award for Improving Transparency, Accountability, and Responsiveness in the Public Service:

To qualify for an award in this category, a nominee had to demonstrate the capacity to promote:

➢ Equity;
➢ Transparency and accountability; and
➢ Professionalism.

In addition to these criteria the initiative had to:

➢ Represent a "radical departure" in design;
➢ Introduce a substantially new concept, and

➢ Produce qualitative and/or quantitative improvements

(2) Award for Improving the Delivery of Services:

The attributes that were likely to enhance the chances of nominees under this category included those indicating evidence that the nominees consistently took measures to:

➢ Provide high quality service delivery;
➢ Achieve effectiveness;
➢ Achieve efficiency.

As in the first category, the initiative had to:

➢ Represent a "radical departure" in design;
➢ Introduce a substantially new concept, and
➢ Produce qualitative and/or quantitative improvements

(3) Award for fostering participation in policy-making decisions through innovative mechanisms

Awards under this category targeted measures that enhance participation in policy-making by introducing new participatory mechanisms. Criteria used demonstrated that the innovation implemented by the institution had:

➢ Promoted government responsiveness;
➢ Enhanced participation through new institutional mechanisms; and
➢ Fostered e-Participation (i.e., promoted interaction between public officials and the public).

III. The 2007 UN Public Service Awards' Winners and Finalists

In response to the call for nominations for the 2007 United Nations Public Service Awards, DPADM received 195 nominations from 46 countries. The evaluation process of this year differed from the previous years in that applicants were requested to fill in a nomination form online. Based on the nomination forms, only the projects/initiatives with potential to win the competition were pre-screened.

The UNPSA selection process is composed of four stages. First, the UNPSA Evaluation Committee, composed of DPADM experts, makes an initial review of the forms and accompanying documents for each nomination to ensure completeness of the nomination and supporting materials. Incomplete nominations or those that do not comply with the eligibility criteria are rejected. Second, each nomination is reviewed on-line and independently by two different experts who assign scores to each assigned case based on a pre-determined questionnaire to ensure a fair assessment of applications.

A short list of nominations is established based on this pre-screening, aimed at identifying only the projects/ initiatives with potential to win the competition. During the third stage of the process, short-listed candidates are required to provide additional/supporting documents for a third review. After another screening according to the same modalities as the first one, a second

short list is established. Due care is taken to ensure fairness and to account for the economic and social conditions of each country and/or region.

DPADM transmits the second short list to the United Nations Committee of Experts on Public Administration (CEPA). A subcommittee of the CEPA is established to conduct the final selection and submit the selected award winners to the Committee for endorsement. The 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 from around the world 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 (http://www.unpan.org/cepa.asp). Subsequently, a process of verification and validation is undertaken to ascertain congruence between the nomination documents and what happens on the ground. The CEPA submits its recommendations concerning the winning cases to the UN Secretary-General for declaration of the winners. The winners of the awards are then officially announced.

In the second stage of the 2007 UNPSA pre-selection process, 89 pre-selected institutions from 29 countries were contacted to provide detailed supporting documents, including two letters of reference and up to five documents (audit reports, annual reports, articles in magazines and newspapers etc.), using the newly created UNPSA on-line application system. These documents, together with the nomination forms, constituted the basis for short-listing 89 projects which were presented to the United Nations Committee of Experts on Public Administration (UN-CEPA) for final evaluation.

The 14 recipients indeed exemplify the best practices in public administration. It is expected that the dissemination of information regarding the achievements of the 2007 Awards' winners will be shared with comparable bodies and institutions in different parts of the globe as models of excellence in public administration. Innovation can be a strong inspiration and motivator for all those who are strenuously working to improve the public sector. In order to recognize innovation in government in a larger number of countries from around the world, this year the CEPA Selection Committee decided to select not only winners, but also a number of finalists. The following list gives details about the Awardees and Finalists.

2007 UNPSA Winners and Finalists

CATEGORY 1 Improving transparency, accountability, and responsiveness in the Public Service			
Region	*Status*	*Country*	*Institution*
Africa	**Winner**	**Kenya**	**Performance Contracts Steering Committee Secretariat** **For "Performance Contracts"**
	Finalist	Morocco	Ministère de la Modernisation des Secteurs Publics (patrimoine-pôle de développement durable) For "Portail administratif service-public.ma"
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"**

	Finalist	Singapore	Pro-Enterprise Panel
	Finalist	Republic of Korea	Korea Agency for Digital Opportunity and Promotion
Europe	**Winner**	**Austria**	**Federal Chancellery of Austria For "Electronic law making processes (eLaw)"**
	Finalist	Austria	Amt der OÖ. Landesregierung
	Finalist	Slovenia	Ministry of Public Administration For "One stop shop for sole traders (e-VEM)"
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			
Region	*Status*	*Country*	*Institution*
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"**
	Finalist	South Africa	e'Thekwini Municipality For "The Hammarsdale Sustainability Project"
	Finalist	South Africa	e'Thekwini Municipality For "Mariannhill Landfill Conservancy"
Asia	**Winner**	**Republic of Korea**	**Ministry of Justice For "Korea Immigration Smart Service (KISS)"**
	Finalist	Singapore	Singapore Health Promotion Board For "Excellence in Workplace Health-a health initiative"
	Finalist	Republic of Korea	Human Resources Development Service of Korea For "National Technical Qualification Testing & Certification"
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			
Region	**Status**	**Country**	**Institution**
Europe	**Winner**	**Switzerland**	**Statistical Office Canton Zurich, Ministry of Justice and Interior For "e-Government Project (e-voting)"**
	Finalist	Switzerland	State of Geneva For "Internet voting (e-voting)
	Finalist	Italy	Regione Emilia-Romagna For "Partecipa.net"
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"**

IV.   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 Awards were presented to the 14 winners by the United Nations Deputy-Secretary-General Asha-Rose Migiro and Mr. Guido Bertucci, Director of the Division for Public Administration and Development Management (DPADM) of the UN Department of Economic and Social Affairs. John-Mary Kauzya, Chief of the Governance and Public Administration Branch of DPADM and Adriana Alberti, Chief of the Programme for Innovation in Governance and Public Administration of DPADM provided support before and during the Ceremony, which was acclaimed by all winners and Forum participants as a world class event.

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. The winners' delegations that took part in the Ceremony are hereafter provided.

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

AFRICA

Kenya   *Performance Contracts*, **Performance Contracts Steering Committee**

Secretariat

H.E. M. Moses Akaranga, E.G.H., M.P. Minister of State for Public Service, Office of the President, together with
H.E. Francis Muthaura, Permanent Secretary, Secretary to the Cabinet and Head of the Public Service, office of the President and
Mr. Richard Ndubai, Secretary, Performance Contracts Steering Committee received the Award on behalf of the Performance Contracts Steering Committee Secretariat.

ASIA AND THE PACIFIC

Australia   *State of the Service Report*, **Australian Public Service Commission**
Ms. Lynelle Briggs, Australian Public Service Commissioner, received the Award on behalf of the Australian Public Service Commission.

India   *e-Procurement Project*, **Information Technology and Communications**

Department Government of Andhra Pradesh

Mr. Suresh Chanda, IAS Secretary to Government, Information Technology & Communications department of Andhra Pradesh, together with
Mr. Sri Satyanarayana IAS, Chief Executive Officer, National Institute of Smart Governance, Hyderabad,
Mr. Sri Vivek Agarwal , President & Chief Operating Officer, and
Mr. K.Bikshapathi, Project Manager, eProcurement, ITC Department, received the Award on behalf of the Information Technology and Communications Department of the Government of Andhra Pradesh.

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

Mr. Teoh See Leong, Director, Central Provident Fund Board together with
Mr. Chan Wei Sern, Assistant Director, the Ministry of Manpowerand
Ms. Valerie Lim, Deputy-Director, Central Provident Fund Board received the Award on behalf of the Ministry of Finance, the Ministry of Manpower, and the Central Provident Fund.

EUROPE AND NORTH AMERICA

Austria   *Electronic law-making processes (eLaw)*, **Federal Chancellery of Austria**

H.E. Mrs. Heidrun Silhavy, Austrian Secretary of State, together with
Mr. Manfred Matzka and

Mr. Georg Lienbacher received the Award on behalf of the Federal Chancellery of Austria.

LATIN AMERICA

Chile   *Chile Compra*, **Dirección de Compras y Contratación Pública, Ministry of Finance**

H.E. Ms. Maria Olivia Recart Herrera, Vice-Minister of Finance, together with **Mr. Tomas Campero, Director, Dirección de Compras y Contratación Pública, ChileCompra** and
Ms. Carmen Gloria Ravanal, Dirección de Compras y Contratación Pública, ChileCompra received the Award on behalf of the Dirección de Compras y Contratación Pública, Ministry of Finance.

WESTERN ASIA

Azerbaijan   *Extractive Industries Transparency Initiative*, **the State Oil Fund of Azerbaijan**
Mr. Shahmar Movsumov, Executive Director, received the Award on behalf of the State Oil Fund of Azerbaijan.

Category 2:	**Improving the delivery of services**

AFRICA

Morocco   *Fez eGovernment project,* **Arrondissement Agdal, Fez**

Mr. Driss Kettani, e-Fez Project Leader and Professor at Alakhawayn University, Ifrane
Mr. Hamid Chabat, Mayor of Fez, and
Mr. Mohamed Titna Alaoui, President of Agdal County, Fez, received the Award on behalf of the Arrondissement Agdal.

South Africa   *e'Thekwini Water & Sanitation Debt Relief Programme*, **e'Thekwini Municipality**

Mr. Teddy Gounden, Project Manager received the Award on behalf of the e'Thekwini Municipality.

ASIA AND THE PACIFIC

Republic of   *Korea Immigration Smart Service (KISS)*, **Ministry of Justice**

Korea   **H.E. M. Jung Jin Ho, Vice-Minister of Justice**, received the Award on behalf of the Ministry of Justice.

WESTERN ASIA

Lebanon   *Taxpayer Service*, **Ministry of Finance**

H.E. M. Jihad Azour, Minister of Finance, together with
Mr. Alain Bifani, Director-General of Finance and
Ms. Manal Assir, Tax Reform Programme Manager received the Award on behalf of the Ministry of Finance.

United Arab   *Dubai Government Excellence Programme* **– The Executive Council – Dubai Government**

Emirates

His Highness Sheikh Hamdan Bin Mohammed Bin Rashid Al Maktoum, Chairman of The Executive Council of the Dubai Government received the Award on behalf of the Dubai Government Excellence Programme.

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

EUROPE AND NORTH AMERICA

Canada   *Tlicho Community Services Agency*

H.E. The Honorable Charles Dent, Minister of Education, Culture and Employment for the Government of the NWT, together with
Mr. Alfonz Nitsiza, Chairperson of the Tlîchô Community Services Agency, and
Joseph Mackenzie, Vice-chairperson received the Award on behalf of the Tlicho Community Services Agency.

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

H.E. Dr. Markus Notter, Minister of the Interior Canton of Zurich,
Mr. Christian Zünd, Secretary General of the Ministry of the Interior Canton of Zurich and
Mr. Giampiero Beroggi, Director of the Statistical Office Canton of Zurich, received the Award on behalf of the Ministry of Justice and Interior.

V.   Summary of 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 ransformed 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 (CPFB) 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 CPFB) 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 issueing 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 form 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 pubic 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, Nº 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 proposalsregarding 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 organisational 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

e'Thekwini Municipality - South Africa

For "e'Thekwini Water and Sanitation Debt Relief"

Summary

This project has provided successful solutions to reducing the public debt and managing water consumption in the e'Thekwini 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 e'Thekwini 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 e'Thekwini 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.

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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

Lebanese 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.

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 been 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 whishing 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 Tlicho 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 Tlicho 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 Tlicho 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 Tlicho 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.

VI. Conclusions and Recommendations

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 pubic administration UNPAN (www.unpan.org) and its various initiatives on innovation in governance.