



UNITED NATIONS PUBLIC SERVICE AWARDS CEREMONY

**AND AD HOC EXPERT GROUP MEETING ON INNOVATIONS IN
THE DELIVERY OF PUBLIC SERVICES**

**Report of the Second Awards Ceremony
23 June 2004
New York, NY**



United Nations

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I. United Nations Public Service Awards

The United Nations hosted the second Public Service Awards ceremony in New York on 23 June 2004. Nine award winners from different parts of the world joined leading public administration practitioners and scholars on this occasion.

This report highlights the 2004 Public Service Awards winners and their organizational achievements that made them uniquely qualified for this special award. It also summarizes the presentations made at and conclusions drawn from the Ad Hoc Expert Group Meeting on Innovations in the Delivery of Public Services that followed the ceremony.

The 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 this 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). This recommendation was subsequently reflected in the Report of the United Nations Secretary-General (E/2000/66), and endorsed by the United Nations Economic and Social Council in its decision 2000/231 of 27 July 2000.

To follow up on this decision, information about the Awards (including eligibility criteria, and methods of nomination) are being widely disseminated among all Member States of the United Nations, partner agencies, as well as relevant regional and national institutions. Organizations, such as the International Institute of Administrative Sciences, the American Society for Public Administration, and many others are invited to nominate candidates for the various categories of awards. The Global Online Network on Public Administration (UNPAN) is a useful medium for transmitting information about the awards to its various stakeholders. Nominations for the awards have been and may come from:

- Governments
- Government departments/agencies
- Universities/national schools/institutes of public administration
- Non-governmental organizations
- Professional associations

II. Public Service Awards nominations and award categories

To be considered as a candidate for the Award, nominations must be addressed (via the Internet, or by e-mail or fax) to the United Nations Department of Economic and Social Affairs (UNDESA), Division for Public Administration and Development Management, within the stipulated deadline. Each nomination must be forwarded by a covering letter, accompanied by the duly completed nomination form, a maximum of five letters of reference, and other supporting documents.

At the close of nominations, UNDESA constitutes a pre-selection committee that screens the nominations submitted and prepares a shortlist of candidates for the Awards. A Public Service Awards Selection Committee reviews the shortlist and submits final recommendations to the Secretary-General for approval. The Public Service Awards, which are designed to enhance the

role, professionalism, and visibility of the public service, are presented in four categories (the fourth category was added in 2003):

- Improvement of public service results;
- Improvement of the quality of the public service process;
- Innovations in the public service; and
- Application of Information and Communication Technology (ICT) in Local Government: Local e-Government

(1) Award for the Improvement of Public Service Results

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

- ❖ Respond constantly to the needs of citizens;
- ❖ Promote equity (by ensuring weak and vulnerable groups access to basic services);
- ❖ Deliver public services in a manner emphasizing timeliness, courtesy, and access.

(2) Award for the Improvement of the Quality of the Public Service Process

The attributes that are likely to enhance the chances of nominees under this category include those indicating evidence that the nominees consistently take measures to:

- ❖ Promote transparency in decision making;
- ❖ Promote accountability to citizens, clients, and other stakeholders;
- ❖ Promote professionalism (in the areas of human resource/personnel management, public service ethics, management decision making).

(3) Award for Innovations in Public Service

To qualify as “Innovations”, the measures cited in support of nominations must demonstrate clearly that they:

- ❖ Represent a “radical departure” from business as usual;
- ❖ Produce results beneficial to the citizens, the clients, and other stakeholders (as demonstrated in beneficiary surveys/benchmarking studies);
- ❖ Effectively reduce the cost of service delivery while maintaining/enhancing service quality.

(4) Award for Application of Information and Communication Technology (ICT) in Local Government: Local e-Government

Awards under this category target measures that apply ICT solutions to local level problems, and in the process:

- ❖ Enhance service delivery capacity and quality;
- ❖ Re-engineer government operations;
- ❖ Foster e-Participation (i.e., promote interaction between public officials and the public).

III. 2004 Public Service Awards winners

A total of 193 nominations were received for 2004. Out of this number, 10 nominees were selected for the awards, with 3 receiving awards in the improvement of public service results category, 4 for the improvement of public service quality, 2 for public service innovations, and 1 for ICT application in local government. While due care was taken to ensure that every region of the world was represented in the final line-up of award winners, the 10 recipients indeed exemplify the best practices in public administration. The dissemination of information regarding the achievements of the 2004 Award winners should 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.

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

There are four categories of Awards:

Category 1: Improvement of Public Service Results;

Category 2: Improvement of Public Service Process;

Category 3: Innovation in the Public Service;

Category 4: ICT Application and local e-government.

AFRICA

Cat. 1: Morocco, Secretariat d'Etat Chargé de l'Eau

For « Programme d'Approvisionnement Groupé en Eau Potable des Populations Rurales (PAGER) »

Address : H.E. Abdelkbir Zahoud, Secrétaire d'Etat Chargé de l'Eau
Rue Hassan Ben Chekroun, Agdal Rabat, Maroc
Fax : (212) (0) 37 77 87 27
Email : dgh@tpnet.gov.ma

Cat. 2: Cameroon, Ministère de la Fonction Publique et de la Réforme Administrative

For « AQUARIUM Project »

Address : H.E. Rene Ze Nguete, Minister
Ministere de la Fonction Publique et de la Reforme Administrative
B.P.8073 Yaounde
Fax (237) 223 08 00
Email : aquarium@spm.gov.cm

Cat. 3: South Africa, South African Police Service-Limpopo Province

For "Mobile Community Service Centre"

Address: Mr. Wahab ML, Director
South African Police Service
Limpopo Province
Private Bag X9428
Polokwane 0700
Fax (27) 15 2906120
Email: wahabl@saps.org.za

ASIA & THE PACIFIC

Cat. 2: Australia, Australian Public Service Commission

For “Stronger Accountability and Professionalism in Financial and Personnel Management in Australian public Service”

Address: Mr. Andrew Podger, Public Service Commissioner
APS Commission
Edmund Barton Building
Barton Act
Australia 2600
Fax: 0011 61 2 6272 3763
Email: Andrew.podger@apsc.gov.au

Cat. 3: Malaysia, National Productivity Corporation

For “NPC Interactive e-Benchmark Database for Benchmarking Communities”

Address: Mr. Mah Lok Abdullah
National Productivity Corporation
Lorong Produktiviti, Off Jalan Sultan, P.O. Box 64,
46904 Petaling Jaya, Selangor Darul Ehsan, Malaysia
Fax: 603 7957 8068/ 7955 1824
Email: mahloka@npc.org.my

Cat. 4: Philippines, City Government of Naga

For “i-Governance”

Address: Mr. Mayor, City Government of Naga
City Hall Compound, J.Miranda Ave.
Naga City 4400, Philippines
Fax: (63) (54) 811 1286
Email: mayor@naga.gov.ph or ncib@naga.gov.ph

EUROPE & NORTH AMERICA

Cat. 1: Canada, The Network of Canada Business Service Centre

For “Information Service for Business Community”

Address: Mr. Robert Smith, Executive Director
Canada Business service Centers, National Secretariat
Industry Canada
235 Queen Street, Room 439 H
Ottawa, Ontario
Canada
K1A 0H5
Fax: (613) 954-5463
E-mail: smith.robert@ic.gc.ca

Cat. 2: Austria, District Administrative Authority Zell am See

For “Administration Reform Project”

Address: Dr. Rosemarie Drexler

District Administrative Authority Zell am See
Stadtplatz 1, A-5700 Zell am See
Fax: +43 6542 760 6999
E-mail: rosmarie.drexler@salzburg.gv.at

LATIN AMERICA

Cat. 1: Brazil, General Board for Development of Public Services and Public Service Delivery
For “Citizen Assistance Service Centers”

Address: Superintendencia de Atendimento ao Cidadao
2a avenida, 200, sala 106
Centro Administrativo da Bahia
CEP: 41 750 – 300
Salvador – Bahia – Brasil
Fax: 5571 3115 3315
Email: sac@saeb.ba.gov.br

Cat. 2: Brazil, City Hall of Belo Horizonte
For “Participatory Budget of City Belo Horizonte”

Address: Mr. Rodrigo Fernandes Barroso
City Hall of Belo Horizonte
Av. Afonso Pena, 1212 sala 415 – 4 andar
Centro
Belo Horizonte – MG
Brasil
CEP: 30130-003
Fax: 0055 31 3277 4343
Email: rodrigob@pbh.gov.br

IV. Summary of the 2004 Awards Ceremony

The second Public Service Awards Ceremony, as mentioned above, took place at United Nations Headquarters on Monday, 23 June 2004. It was opened by Mr. Julian R. Hunte, the President of the 58th Session of the General Assembly. He noted that the General Assembly underscores the essential role of the public service in implementing the goals, policies and programmes of governments through annually marking the United Nations Public Service Day. This role is especially important, given the specific context of the landmark Millennium Declaration. In order to achieve the Millennium Development Goals (MDG's) within the myriad challenges that confront states, the need to attract, develop, motivate and retain the best talent to promote integrity and pride in a committed public service is more pressing than ever before. Therefore, he commended the recipients of the Public Service Awards for their exemplary efforts to improve the delivery of public services, and ultimately contributing to achievement of the MDG's.

The opening address was followed by a speech of the Secretary-General of the United Nations, Mr. Kofi Annan, delivered by Mr. Patrizio M. Civili, Assistant Secretary-General for Economic and Social Affairs. He observed that on this day, the world is celebrating and recognizing the value and virtue of service to the community, thus encouraging young people to pursue with pride a career in the public sector. Given that weak governance and public service systems and institutions constitute a major obstacle to the MDG's, it is especially important to support developing countries and countries with economies in transition to build their public service capacities. Recognising also the special needs of Africa, many capacity-building efforts have aimed at enhancing the capacity of public services on the continent to deal with challenges ranging from peace building to the management of socio-economic development programmes. He therefore noted the fortuitous coincidence of the dates for the United Nations and the African Public Service Days. He concluded by congratulating the winners of the Awards and by calling on all public servants to renew their commitment to the values of public service.

In addition to the statements of the President of the General Assembly and the UN Secretary-General, the ceremony featured video-conference celebratory messages from the Republic of Korea (Civil Service Commission), Qatar (The Planning Council), South Africa (Minister of Public Service and Administration), Morocco (Minister of Public Sector Modernization), Mexico (Office of the President for Innovation in Government) and a video-taped message by Italy (Minister of Public Administration). All of the messages highlighted the role of the public service and described efforts being made to promote innovations geared towards enhancing public service delivery standards.

The importance that Korea attaches to the public service informs the decision to set aside different days in the year for the purpose of acknowledging the contributions of specific agencies. Thus, instead of one public service day, Korea has provision in its annual calendar for the celebration of teachers', police, correctional officers', and fire-fighters' service days. Over and above these symbolic gestures, the Government of Korea has taken substantive steps to revitalize the public service. With the support of the country's President, and under the supervision of the Civil Service Commission, efforts have been made to apply merit in staff recruitment, introduce performance-based management system, ensure that recruitment of staff takes into account the need for gender balance and the protection of the rights of the disabled, and strengthen the knowledge management and data processing capacity of the civil service.

Qatar's public service revitalization programme is anchored on the national strategic objective – the Qatar National Vision 2020 – articulated under the leadership of the Emir. Among the aims of this Vision are:

- a strong, vibrant and diversified economy;
- an open society; and
- a civil service that is not only professionally competent, but is equipped to respond to the needs of the citizenry.

South Africa's primary focus since the attainment of independence in 1994 is poverty eradication. In pursuance of this objective, the Government came out with a transformation programme under the banner "Bathopele", meaning, "People First". As an important agent, the public service is required to use Bathopele as its basic operating guideline. The Government has, in any case, embarked on a comprehensive public administration innovation designed to improve access to the essential services, and to enhance service quality. By winning an award in 2004, the Limpopo Police, has not only done South Africa proud, but has also exemplified the spirit of Bathopele.

The thrust of Morocco's public administration revitalization is towards enhancing the capacity of the public service to manage sustainable development. Realizing the important role of human capital, the Government has given a lot of attention to efforts at strengthening human resource management practices.

Like the other countries, Mexico's primary aim in embarking on governmental re-invention measures is to promote the welfare of the people. The Government has accordingly taken a number of steps aimed at eliminating wasteful allocation of resources while at the same time enhancing public service quality and delivery standards.

In his own video-taped message, the Italian Minister for the Public Service acknowledged the vital role of the public service. He noted that Italy had been actively involved in efforts at strengthening the capacity of public services in developing countries. The Minister joined the other keynote speakers in congratulating the winners of the 2004 awards and hoped that other public service agencies would emulate their exemplary contributions.

In general, the speeches delivered at the opening ceremony and the video-taped messages from different regions of the world commended the United Nations for having taken this important initiative to recognize and celebrate the institution of the public service.

At the end of the statements, Mr. Guido Bertucci, Director, Division for Public Administration and Development Management, Department of Economic and Social Affairs, invited the recipients to the dais where the President of the General Assembly and the Secretary-General's representative presented the Awards.

V. Main findings of the Ad Hoc Expert Group Meeting on Innovations in the Delivery of Public Services

A number of Public Service Awards winners were invited to make a presentation on their achievements and to share with other government officials, experts and United Nations officials their direct experience in promoting excellence in public administration. A summary of their presentations is hereafter reported.

A. District Administrative Authority Zell am See, Austria For "Administration Reform Project"

Category: Improvement of Public Service Process

Region: Europe and North America

Represented by Dr. Rosemarie Drexler, District Administrative Authority Zell am See

Summary

The District Administration Zell am See has 122 employees, 70 women and 52 men. Its mandate covers all district services, ranging from environmental protection, water rights, security, issuing business licences, passports, etc.

The District Administration Zell am See has reached a pioneer position in Austria for innovations through launching reforms. It embraced New Public Management but with an emphasis on involving its staff. Through client orientation and cost conscious services, it has achieved significant cost savings. In addition, it has shifted its organizational culture from that of mistrust to trust through better communication, more productive relationships and effective leadership. It has achieved these results through emphasizing greater connections among its work units, more dialogues between customers and employees, and human resources management practices that stressed the “open door” policy as well as customer focus and feedback. In addition, the District Administration has participated in many projects initiated by Head Offices such as “Landesdienst 2000” and help.gv.at, among others, having a great influence on the results.

In terms of innovations and results, the exemplary work processes used in some major projects (such as cleaning up the environmental damage caused by Company Leeb and disaster management at Kaprun) are examples not only for Austria but for other countries. Moreover, routine cost-performance calculations were introduced, showing that performance was improving year by year. In many areas, such as in implementing the Forestry Law and Water Rights Act, product costs have been demonstrated to have been reduced. Also, from 1996 until 2002, a job reduction from 117 to 102.7 took place. But from 1997 to 2001, actual labour costs increased from about € 3,9 to € 4,1 million. (However, projected costs show that without personnel reduction, including biennial increments and promotions, labour costs would have increased from €4,1 to € 4,8.)

Quality standards for individual services have been reached, such as issuing a passport in twenty minutes, having one contact person for several procedures, issuing administrative decisions immediately after procedures, etc. Client surveys indicate that contacts with citizens have substantially improved. About 75% of the respondents reported feeling that they were treated like customers rather than petitioners.

The District Administration has already received many recognitions for its reforms and innovations. In 1998, the District Administration received the “Speyer Award” for modernising this Administration. In 1999, two employees received the “Official’s Manager” prize from the Chamber of Economics. In 2000, the District Administration Zell am See represented Austria at the first EU-Best Practice conference. In 2003, Dr. Rosmarie Drexler received the Road Safety Award from the Board of Road Safety. Doing a self-assessment Common Assessment Framework, District Administration Zell am See has reached an “excellent” rating.

B. National Productivity Corporation, Malaysia

For “NPC Interactive e-Benchmark Database for Benchmarking Communities”

Category: Innovation in the Public Service

Region: Asia and the Pacific

Represented by Mr. Mah Lok Abdullah, National Productivity Corporation

Summary

The Malaysia’ Third Outline Perspective Plan (OPPS) clearly emphasized the development of Malaysian world-class companies using benchmarking for international best practices. The

National Productivity Corporation (NPC) was responsible for establishing the Benchmarking On-line Networking Database (BOND), an IT-based benchmarking communicator, to facilitate these benchmarking activities across all sectors locally and worldwide.

Since 1998, NPC has been promoting the idea of benchmarking among the industries. In this regard, the Corporation worked closely with the industrial associations and government agencies. The NPC Benchmarking Model comprising the Phases on Identifying Benchmarks, Learning of Best Practices and Implementing Best Practices for continuous Process Improvement was used.

Prior to the introduction of e-benchmark system, data collection (Phase 2 of the Model) was mainly done using postal questionnaires, while data verification and validation were made via telephone and site visits. Keying in of data, computation, ranking and benchmark were done manually by research assistants using spreadsheets. These processes were very time-consuming, costly and subject to human errors. As a result, the benchmark report could not be delivered effectively to the participating industries for immediate use in decision-making. Thus, the interactive e-benchmark system was developed to eliminate all these problems.

In 2001, NPC developed an on-line and interactive e-benchmark system to speed up the data collection and computation of benchmarks. The system allows industries to conveniently key in data, compute indicators, rank performance and benchmark comparisons, all within a submission using Internet. Confidentiality of industry's data was secured with passwords. This real-time e-benchmark had encouraged more industries to measure performance and benchmark comparison in Malaysia and worldwide. To date, more than 20 benchmarking Community of Practices (CoP) with more than 400 organizations have participated. This e-benchmark is the only system of its kind that has been developed in the region and is also applied in international benchmarking such as between Malaysia and Taiwan industries.

C. South African Police Service-Limpopo Province, South Africa
For "Mobile Community Service Centre"

Category: Innovation in the Public Service

Region: Africa

Presented by: Mr. Wahab ML, Director, South African Police Service

Summary

Improving service delivery also calls for a shift from inward-looking, bureaucratic systems, processes and attitudes, and a search for new ways of working. Quality service means, among other things, putting the needs of the public first, and responding to citizen demands in a courteous, timely, and cost-effective manner. It also means a complete change in the way that services are delivered. The objectives of service delivery therefore include welfare, equity and efficiency.

The introduction of a service delivery improvement programme cannot be achieved in isolation from other fundamental management changes within the Public Service. It must be part of a fundamental shift of culture whereby public servants see themselves first and foremost as servants of the citizens of South Africa, and where the Public Service is managed with service to the public as its primary goal.

The Mobile Community Service Centre (which services a population of approximately 300,000 scattered in many villages) responds to the above-mentioned challenge. This is evident in the way that the communities have so far received and evaluated the Centres.

Achievements

The vehicle drivers' performance has been rated as above average, and they have received commendations from various sectors and dignitaries, such as Minister Tshwete.

The staff of the Centre cited several examples of illegal activities that they succeeded in foiling, and the difficult cases that they were instrumental in cracking.

The existence of the Mobile Community Service Centre is recognised, not only by the communities within their programme, but also by the other community members from neighbouring villages who would like to have such policing techniques applied in their areas.

The Chiefs are said to be so appreciative of the Mobile Service Centres that they tended to be reluctant to release the Centre to the next village when the period scheduled for their villages was drawing to a close. They thus frequently requested that the Centre's departure be postponed.

Visit registers are kept by the Chiefs themselves and the drivers sign them on their daily visit.

The Mobile Community Service Centre is taken to the community at 08:00 in the morning and withdrawn at 15:00 in the afternoon daily.

D. Secretariat d'Etat Chargé de l'Eau, Morocco

For « Programme d'Approvisionnement Groupé en Eau Potable des Populations Rurales (PAGER) »

Category: Improvement of Public Service Results

Region: Africa

Presented by: H.E. Abdelkbir Zahoud, Secrétaire d'Etat Chargé de l'Eau

Summary

The program PAGER (Program for providing water in rural areas) was initiated in 1995 with the aim of providing water to 90 percent of rural population by the year 2010. The target is to provide drinking water to 31000 localities comprising 12 million inhabitants. The cost of the investment is estimated at 10 billions dirhams or 1 billion US dollars. The source of funding is 80% from government and external funds, 15% from local governments, and 5% from the beneficiaries.

Two basic principles underpin this program. The first is the installation of simple, functional, and non-expensive technologies that promote accessibility to water at least cost. The second principle is stakeholder/community participation. This approach entails involving the beneficiaries, local officials, and local governments from the project designing through implementation to the evaluation stages. This approach has made it possible to:

- adjust the projects to the needs of each community;
- increasingly bringing on board local populations, organized in user associations in order for them to take over the management of the projects, and in a gradual way, become involved in the socio-development of their communities.
- Adopt a new approach of local governance that put emphasis on new ways of providing drinking water to beneficiaries. This has resulted in change in the technical administration with appropriate training of engineers on how to better work with local populations and local leaders applying participatory methods. The program created excitement in local populations and has attracted external funding.

So far the execution of this ongoing project has already substantially increased the rate of the rural population with access to drinking water from 14% in 1994 to 50% at the end of 2002. It is believed to have also brought about significant improvement in the living conditions of the rural people. The inauguration of the project has not only released rural women from the drudgery of fetching and carrying water over long distances, but has also freed young children for full-time education.

As regards sustainability and maintenance of the infrastructures, the government of Morocco has recently decided to involve the ONEP (Water Company operating in urban areas) in the management. This was with a view to making its expertise available to rural water undertakings, and setting up a price per cubic meter that will allow the company to maintain the system in both rural and urban areas. The current price is set at 3 dirhams per cubic meter and the poorest families can have water free of charge.

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

Category: Improvement of Public Service Results

Region: Europe and North America

Presented by Mr. Robert Smith, Executive Director, Canada Business Service Centers

Summary

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

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

legislation in the sector, how and where to apply for financing, how to contact suppliers, how to export...

The CBSCs address this need through a single-window information service delivered across multiple channels. Service that is responsive to the needs of Canadian entrepreneurs is dynamically developed with input and feedback from:

- Advisory Boards with representatives from a spectrum of business interests;
- Periodic evaluations that take a consistent national look at the views of clients, partners and staff regarding gaps and relevance of the service;
- Service standards and complaints/feedback mechanisms for each access channel.

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

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

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

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

<http://www.cbsc.org/English/services.cfm#standards>

F. Ministère de la Fonction Publique et de la Réforme Administrative, Cameroon
For AQUARIUM Project

Category: Improvement of Public Service process

Region: Africa

Presented by H.E. Rene Ze Nguele, Minister de la Fonction Publique et de la Reforme Administrative

Summary

To enable public service clients to obtain general information without disturbing the work of the staff, Cameroon Ministry of Civil Service and Administration Reform (MINFOPRA) has launched the project AQUARIUM. Its concepts and system represent the intelligence interface

between the employees and clients within the administrative information system for employees (SIGIPES).

Performance of AQUARIUM proves that in the delivery of available information to clients, those they constantly look for regarding the data on their status and files, the responsible attitude has started to be shown, notably regarding the sources of data and everything else they can find, at the same time meeting less with the employees, thus reducing the possibilities for corruption. The level of implications for clients is therefore enhanced. On the other hand, employees concentrate more on their daily work (processing documents within SIGIPES) without improper approach to clients' data. It is no longer necessary to have actual presence of a client before dealing with his/her file. A minimum degree of transparency has thus emerged from the innovation.

This experience allows Cameroon to say with confidence that the innovation has not only simplified the process of treating personnel cases, but has also promoted transparency, and minimized the incidence of corruption in the public service.

G. City Hall of Belo Horizonte, Brazil
For "Participatory Budget of City Belo Horizonte"

Category: Improvement of Public Service Process

Region: Latin America

Presented by Mr. Rodrigo Fernandes Barroso

Summary

The Participatory Budget – PB was instituted in Belo Horizonte in 1993, benefiting, mainly, the lower social economic classes of the population. In search of consensus and based on transparency in budget elaboration and implementation, each year hundreds of projects are elected by the population to be realized by the government in order to improve the lives of the inhabitants in the involved areas.

During the whole process, the population is an integrating part of Participatory Budget. The Caravans of Priorities, moment in which the population visits the proposed projects for the sub-regions, has as the main objective to evaluate and to guide the decision in choosing the best projects for the region. After choosing the projects that compose the Regional Plan of Works, Commissions of Inspection and Follow up - *COMFORÇAS* work to guarantee that the projects are done. Interventions in villas and slums have made possible the access to the public services, such as garbage collection, urban transport, besides being an important instrument in the prevention of social and urban problems, diminishing catastrophes and eradicating diseases generated by the lack of basic sanitation. Children, adolescents and adults already make use of areas for the practice of sports, spaces for leisure and to enjoy the environment. The guarantee of universal rights, as health and education, has been augmented by the approval and construction of health centers and schools.

Great are the benefits reached by the population, among them, the transformation of the discussion process of Participatory Budget into a citizenship school, where any citizen, independent of race and creed, can participate in the construction of an inclusive city. The main

principle behind the process is to make sure that the mostly populated areas with high poverty get more resources.

H. General Board for Development of Public Services and Public Service Delivery, Brazil
For “Citizen Assistance Service Centers”

Category: Improvement of Public Service Results

Region: Latin America

Presented by: Ms. Elba Cristina Sanches de Andrade, Director for Quality Management and Representative of Superintendencia de Atendimento ao Cidadão

Summary:

Bahia is the poorest state in Brazil, with 13 million inhabitants, covering 564,273 sq. km. and 417 municipalities. Covering the state with public services has always been a challenge, especially by previously “bureaucratic” agencies. To better meet this challenge, in 1995, the Bahia State Government created SAC - Citizen Assistance Service centers, a pioneering initiative that has revolutionized the concept of delivering public services. A SAC center is a One-Stop-Shop, full-service, multi-purpose complex with partners ranging from federal, state, and municipal agencies as well as private companies. It offers 554 services that citizens most frequently need and use, such as producing ID cards, birth certificates, drivers and other permits and licenses.

SAC centers have been placed in convenient locations for the public, such as shopping malls and major public transportation hubs. SAC centers offer tremendous time savings, while delivering services with greater courtesy and professionalism. By horizontally integrating functions of public services, SAC centers give the users the impression of a single system. A further benefit has been the reduction of government's overhead expenses since agencies pay much lower rents for space in SAC in comparison with the properties previously rented.

To reach the most remote and deprived communities, the SAC system also includes mobile units: SAC Documents and SAC Health. They both deliver the most required services and have visited all the 417 municipalities of Bahia as well as native Indian communities within the State. By doing so, it delivers to citizens services they have never had access to before.

During its eight years of functioning, SAC programme has served over 56 million clients. Under the auspices of the United Nations, it has extended technical support to create similar centers in Portugal and Columbia and signed memoranda of understanding to carry out technical assistance to Argentina and Nicaragua. It has been visited by the World Bank and the Inter-American Development Bank. In 2003, it carried out a client survey that indicated 94% satisfaction rate.

I. Australian Public Service Commission, Australia
For “Stronger Accountability and Professionalism in Financial and Personnel Management in Australian Public Service”

Category: Improvement of Public Service Process

Region: Asia and the Pacific

Presented by: Mr. Andrew Podger, Public Service Commissioner

Summary:

The introduction of the Public Service Act 1999 (the Act) in Australia represented the culmination of two decades of intensive public sector reform. The Act reinforces the devolution of authority brought about by previous financial and personnel management reforms to provide the flexibility and agility needed for a strongly performing public service, while providing stronger accountability and ensuring continued professionalism and enhanced capability. The Act establishes a values framework for regulating key relationships and behaviours between the public service and key stakeholders such as the Government and Parliament, the public, internal working relationships and individual public servant's ethical behaviour. The essence of the values approach is that confidence in the integrity of discretionary decision-making in an organization can be gained, without detailed rules.

Each agency in the Australian Public Service (APS) now has the powers of employer, and all are encouraged to align their staffing, their performance management systems and service delivery arrangements to maximise their effectiveness against their business objectives, which are set by the elected Government. They are accountable through their Ministers to the Parliament for their performance.

The Australian Public Service Commission (the Commission) has been instrumental in helping agencies exploit the flexibilities allowed under the new Act, while maintaining their integrity as part of the professional APS and building their capability for the future. The Public Service Commissioner has a quality assurance role, reporting annually to the Parliament on the State of the Service and evaluating how agencies are upholding the APS Values set out in the legislation and ensuring compliance with the Code of Conduct. Ground-breaking work has been done in providing practical guidance on values-based management and ethical behaviour and on the leadership capabilities required across all APS agencies. The Commission also helps in building capability for the future by taking a leading role in workforce planning, succession management, human resource management, better practice, learning and development, performance management and service charters.

The Commission's latest State of the Service Report provides a frank, independent assessment of the Australian Public Service, drawing for the first time on a major Service-wide survey of employees as well as a survey of agencies and its own database and networks.

**J. City Government of Naga, the Philippines,
For "i-Governance"**

Category: ICP Application and Local e-Government

Region: Asia and the Pacific

Presented by: City Government of Naga, during the *4th Annual Forum on City Informatization in the Asia-Pacific Region*, held in Shanghai, China in May 2004

Summary

The *i*-Governance initiative of the city government of Naga is a “people-driven” program that promotes transparency, accountability and participation to, ultimately, enhance governance processes, local service delivery and city livability.

The program is an example of how a small city uses various media—a citizens’ guidebook, the Internet, print and broadcast tools and text messaging-- to empower the citizenry and actively engage them in government policy-making, and program implementation and evaluation.

Greater participation by ordinary citizens is the defining feature of *i*-Governance. For more than seven (7) years, Naga has been pioneering a system of partnerships and inclusive governance through the Naga City People’s Council (NCPC), the local federation of approximately 100 non-government and people’s organizations in the city. In fact, functional partnerships have powered most, if not all, of Naga’s outstanding innovations over the last decade. Generally, however, working partnerships are biased towards organized groups for practical and operational reasons. In the process, they unwittingly exclude the faceless, voiceless and unorganized segments of society, which are often the most vulnerable. *i*-Governance seeks to overcome this inherent limitation by opening wider avenues for participation of individuals in governing the city.

By enhancing transparency mechanisms, the program has contributed to cost savings of at least PHP 10M a year in the city procurement system. By enhancing consciousness about performance standards, it has allowed Naga to “do more with less.” In fact, despite budget reductions in 2003, the city was able to more actively pursue its “growth” and “equity-building” concerns.

Responsive services engendered by the program— with Naga being chosen as an anti-red tape model and being voted, for two (2) consecutive years, as the **most business-friendly city in the country**-- continue to lead to a 6.5% annual economic growth, and a household income which is 42% and 126% higher than the national and Bicol averages, respectively.

With almost no budget increase, streamlined processes and adherence to cost standards have allowed the city government to meet growing demands for services to the poor (such as a 10% rise in the number of city hospital patients; and a 7.7% increase in enrolment in the public school system).

i-Governance demonstrates that **encouraging participation in governance processes and improving transparency through the free flow of information leads to a more accountable and responsive government, and fuels innovative approaches in city management.**

VI. Conclusions and Recommendations

The presentations made by the winners of the 2004 Awards generated lively discussions. Among the issues raised are the following:

- (a) Innovation frequently starts as a jumble of dreams that need to be crystallized, refined and concretized, using a combination of interactive brainstorming, quality control and information dissemination methods;
- (b) As a vision traceable to an individual source, innovation comes alive only when its intent and methods are clearly understood by, and shared with “others” – that is, a critical mass that makes a difference between inertia and momentum, or between successful take-off and crash landing;

- (c) The process of information sharing is fraught with risks, as some of the interlocutors would be looking back at a time they should be looking forward;
- (d) Among the likely obstacles that innovators need to anticipate are fear of resistance to change (as different from actual fear of change), bureaucratic “superstitions”, cultural rigidities, and internal organizational politics;
- (e) Overcoming the barriers to innovation entails a minimum degree of resolve on the part of the innovator, his/her preparedness to submit the innovation to tests and “experiments”, and effective handling of ideas promotion and information dissemination tasks; and
- (f) The success of innovation most frequently hinges on the identification and involvement of influential groups or individuals within the organization and/or without – i.e., those capable of determining whether the innovations live or die.

Mr. Bertucci concluded the Ceremony by observing some common denominators to all the innovations that had been presented:

- Partnerships or networks,
- Teamwork,
- Strong client orientation and culture of service,
- Human capital as the driver and technology as the enabler of innovations,
- The importance of human capital as knowledge workers, and
- Perseverance in the face of resistance.

He noted the recommendation of the participants that the innovations be shared around the world, through the United Nations On-line Network on Public Administration and Finance (UNPAN) and other means, and thanked all the participants for their dedication to the spirit of public service.