



Innovations in Governance from around the World

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

2005

Department of Economic and Social Affairs



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In elaborating the chapters related to the UNPSA winning initiatives, we have relied on the information contained in the submission forms of the Awards' annual competition, on UNDESA reports of technical meetings on innovation that won the UNPSA, and on information from the official websites of the public organizations that won the Awards.

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Foreword

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

There are also awards programmes at the national, regional and international level to recognize and further promote innovative practices in the public sector. The most prestigious international recognition of excellence in the public service is the United Nations Public Service Awards, which is managed by DPADM/UNDESA. It was launched in 2002 to search for innovations in the public sector, reward and motivate civil servants, as well as disseminate knowledge about successful practices in good governance in order to provide the opportunity for peer-to-peer learning among Member States.

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

This publication is intended for policy makers, scholars and practitioners who have a keen interest in concrete solutions to governance challenges. Its purpose is to encourage more women and men in the public sector who are working hard to improve citizens' lives to share with the world their innovations by applying to the United Nations Public Service Awards Programme which is held annually; to recognize the efforts of those who have already won this prestigious Awards by showcasing their successful practices; and to provide UN Member States interested in innovation in governance with useful information and knowledge about practices that have worked on the ground.

In light of the above, the publication is divided into three main parts. The first part gives an overview of what the UNPSA is, who and how to apply, and highlights key aspects of the selection process. The second part of this publication provides a description and brief analysis of the 2005 UNPSA winners' successful practices.

We look forward to continue discovering and rewarding innovations in governance and public administration around the world.

PART ONE

United Nations Public Service Awards: An Overview

Chapter I

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

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

Ban-Ki-Moon, United Nations Secretary General

1. What is the UN Public Service Awards Programme?

The United Nations Public Service Awards Programme is the most prestigious international recognition of excellence in public service. It rewards the creative achievements and contributions of public service institutions to a more effective and responsive public administration in countries worldwide. Through an annual competition, the UN Public Service Awards Programme promotes the role, professionalism and visibility of public service. It encourages exemplary public service and recognizes that democracy and successful governance are built on a competent civil service. This chapter provides an overview of the rationale for establishing the UN Public Service Awards, as well as its objectives, the categories and criteria of its annual competition, and its selection process.

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

The quest for improving public sector performance

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

Overall, governments are faced with three main challenges.

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

Although government is still central to society, it is now widely recognized that civil society and the private sector also have an important role to play in this sphere. Citizens no longer perceive

themselves as passive “consumers” of government services but as part of the solution to handle emerging issues more effectively. Deepening democracy to provide opportunities not only for improved representation but also for more active participation and engagement in public affairs requires innovative institutional mechanisms, processes, and policies.

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

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

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

2. When and how was the UNPSA established?

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

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

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

Box 1 – United Nations General Assembly Resolution Establishes Public Service Day

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

The General Assembly,

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

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

1. *Takes note* of the report of the Secretary-General on the role of public administration in the implementation of the United Nations Millennium Declaration;¹
2. *Reiterates* that efficient, accountable, effective and transparent public administration, at both the national and international levels, has a key role to play in the implementation of internationally agreed goals, including those contained in the United Nations Millennium Declaration,² and in that context stresses the need to strengthen national public sector administrative and managerial capacity-building, in particular in developing countries and countries with economies in transition;
3. *Decides* that 23 June will be designated United Nations Public Service Day, and encourages Member States to organize special events on that day to highlight the contribution of public service in the development process;
4. *Expresses its deep appreciation* for the generous offer of the Kingdom of Morocco to host the fourth Global Forum, at Marrakesh, in December 2002;
5. *Welcomes* the substantive support that the Secretariat has provided to the Global Forum, and invites it to extend such support to any future forums of a similar kind that may take place;
6. *Reiterates its appreciation* for the role that the United Nations Online Network in Public Administration and Finance performs in promoting information sharing and exchange of experience and in building the capacities of developing countries to utilize information communication technologies for this purpose, and reiterates that particular emphasis should be given to the exchange of experience related to the role of public administration in the implementation of internationally agreed goals, including those contained in the Millennium Declaration;
7. *Requests* the Secretary-General to submit a report to the General Assembly at its fifty-eighth session, in the manner he deems appropriate, on the implementation of the present resolution.

3. What is the overall purpose of UNPSA?

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

- a) To reward service to citizens and motivate public servants worldwide to sustain the momentum of innovation and the improvement of the delivery of public services;

- b) To collect and disseminate successful practices and experiences in public administration in order to support efforts for improvements in country level public service delivery;
- c) Through success stories to counterbalance any negative image of public administration, raise the image and prestige of public servants and revitalize public administration as a noble discipline on which development greatly depends;
- d) To enhance professionalism in the public service in rewarding the successful experiences in innovations and excellence in the public service.

In brief, the Awards aim to:

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

4. Who manages the UNPSA Programme?

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

5. What are the Eligibility criteria?

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

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

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

Box 2: United Nations Public Service Awards in Brief

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

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

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

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

6. What are the Categories and Criteria for selection?

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

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

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

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

Category 1

Improving transparency, accountability, and responsiveness in the Public Service

CRITERIA	DESCRIPTION
Promotes transparency	Creates mechanisms to increase the public's ability to observe, monitor and analyze government decision-making and processes. The mechanisms can be documentary, face-to-face, meetings, and/or electronic.
Promotes accountability	Utilizes documentation in various forms which can serve as

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

Category 2
Improving the delivery of services

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

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

CRITERIA	DESCRIPTION
Promotes responsiveness	Enhances responsiveness of government to the demands and needs of citizens; favours the inclusion of the views of concerned sections of the community in public affairs; and demonstrates openness through consultative mechanisms with the public.
Promotes participation through new institutional mechanisms	Implements new processes and institutional mechanisms to channel the demands and views of citizens. This may include decision-support systems, government networking, and consultation mechanisms leading to more effective policymaking and implementation as well as holistic and “horizontal” approaches to public service delivery and management.
Facilitates e-Participation	Enables governments – policy makers and public officials – to better interact with the public, particularly individual citizens, and allows citizens, for instance, to better express their needs, participate in and influence policy-making; comment on policy implementation; provide feedback on government services (on and off-line services); and file complaints.
Introduces a new concept	Introduces a unique idea, distinctively new approach to problem solution, or unique policy or implementation design, in the context of a given country or region, for greater participation of citizens in policy-making decisions, particularly the poor.

7. What are the main steps of the UNPSA Application Process?

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

Step 1 - An application form has to be completed online in one of the six official United Nations languages (Arabic, Chinese, English, French, Russian or Spanish). The deadline for application is in fall of each year.

Step 2 - Upon reception of the applications, the Division for Public Administration and Development Management (DPADM) pre-selects nominations. Pre-selected candidates are asked to submit additional information such as letters of reference, supporting documents (e.g., evaluation and audit reports, results of client surveys), etc. DPADM then shortlists candidates on the basis of the documents provided. The short-listed are subsequently considered by the United Nations

Committee of Experts in Public Administration (<http://www.unpan.org/cepa.asp>). After due consideration, the Committee advises the UN Secretary-General concerning the winners of the Awards.

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

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

1. A process of verification and validation is implemented to ascertain congruence between the nomination documents and what happens on the ground.
2. The CEPA submits its recommendations concerning the winning cases to the UN Secretary-General for declaration of the winners.
3. The winners of the awards are officially announced.

Reviewers assess each nomination according to an evaluation form designed for each category of the Award. This form features certain number of questions, and a mark is given for each question.

8. Awards Ceremony on UN Public Service Day

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

The Award

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

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

9. Dissemination of information about the Awards and Winners

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

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

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

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

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

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

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

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

PART TWO

Successful Stories of the United Nations Public Service Awards' Winners

(2005)

Chapter II

2003 UNPSA Winners' Successful Stories

1. Overview of the 2003 winning initiatives

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

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

Category One: Improvement of Public Service Results

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

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

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

Category Three: Innovations in the Public Service

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

2. 2003 UNPSA Winners' Achievements

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

Category 1: Improvement of Public Service Results

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

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

The Challenge:

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

The Solution:

The 1502 Call Center, which gives citizens the opportunity to submit applications to authorities over the phone, was first launched in February 1998. Initiated by the Directorate of State – Citizen's Relationship of the Greek Ministry of Interior, Public Administration, and Decentralization, the service provides citizens with certificates and other administrative documents through a "one-call shop".

Initially, the service provided the five most frequently requested certificates; however, that number has later increased to 21. By the end of 2001, citizens submitted more than 870,000 applications, and

as of September 2003, the Call Centre had received more than 2,860,000 calls, while the total number of applications rose to 1,430,000.

The four certificates most predominantly asked for are: criminal/police records (30%), recruitment status (15%), birth, death, marriage and family status (10%) and passports (5-8%).

In integrating services by consolidating operations into a single point of entry, the Call Centre has significantly enhanced public service delivery. It is much faster, cheaper and more convenient to move forms around electronically and by fax rather moving citizens around from office to office.

The process begins as soon as a telephone request is received by a special service of the National Telecommunication Agency (OTE) where operators provide information regarding available services and current procedures. Standardized electronic forms are used to fill in the applicants data, which is immediately transmitted on-line and through fax to the competent agency. The agency then issues the document and sends it to the postal address of the citizen by registered mail. In the case of passports, various documents are required which the citizen needs to provide to the competent service.

The agencies are required to take swift action within a specific timeframe. If the stipulated service-deadline is not met, users may appeal to a special commission of the relevant region or the Ministry of Interior, Public Administration and Decentralization for compensation.

The Ministry has made special arrangements with OTE and the Postal Services in order for the prices of the services to be affordable for the public. Through OTE and the Postal services partnerships with state agencies, and using simple and existing telephone and telecommunications technology, the 1502 Call Centre has made government services accessible to nearly everyone. The only barrier is access to a telephone.

Since its launch in 1998, the 1502 Call centre has experienced a tremendous growth in scope and scale, from four to more than 20 different documents. The number of applications submitted has been steadily growing over the years. An evaluation made by the National Center of Public Administration assessed user satisfaction and found that:

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

In 2004, a new law (Law 3242/04) was introduced to simplify administrative procedures. The law provides that several official documents within public agencies would be issued automatically, without citizens needing to take action at all. For example, a citizen hired in the public sector will no longer have to procure a criminal record to document his or her status. Instead, the employers would have to conduct these inquiries on their own.

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

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

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

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

The Challenge:

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

The Solution:

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

Since the launch of the TrustSg Program, NTC and IDA have been actively accrediting online businesses as well as organizing and supporting various marketing activities to boost consumer confidence in online transactions. Existing and potential trust mark providers such as trade associations, chambers of commerce and businesses are encouraged to accredit themselves under the TrustSg Program. If their Code of Practice meets the standards set by NTC, they will be appointed as Authorized Code Owners (ACO) and be given the authority to award the TrustSg seal to the worthy online businesses within their industry. NTC, with the support of IDA, has also put in place an effective dispute resolution process. ACOs under the TrustSg Program are required to formulate a dispute resolution mechanism for disputes involving its accredited businesses and consumers. The dispute resolution mechanism must include either internal procedures for resolution of complaints or other procedures to advise and facilitate the relevant parties in seeking Alternative Dispute Resolution (ADR). NTC is charged to specifically look into areas of trust marks, risk and fraud management, as well as best practices in e-commerce.

Its main objectives are to:

- help businesses and consumers increase trust and confidence in e-commerce;
- develop and promote the TrustSg Program;
- develop and promote thought leadership and best e-business practices for trusted ecommerce environment;
- develop a Risk Management Framework to reduce breaches in information security in ecommerce transactions;
- identify and make recommendations for policies to promote trust and reduce fraud in ecommerce transactions; and
- enhance consumers’ and businesses’ confidence in e-commerce through seminars, case studies and research.

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

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

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

- The Infocomm Master-Planner and Developer: Singapore has an international reputation for the effective use of Infocomm technology to drive economic development and social growth. As part of the Infocomm master-planning for Singapore, IDA ensures that a robust national Infocomm infrastructure is in place to meet the needs of the government, businesses and people. Moving forward with the iN2015 master-plan, IDA seeks to build the next generation national Infocomm infrastructure that comprises complementary wired and wireless networks. The wired broadband network or Next Generation National Broadband Network (Next Gen NBN) will deliver ultra-high broadband symmetric speeds of 1Gbps and above, to all homes, offices and schools, while the Wireless Broadband Network (WBN) will offer pervasive connectivity around Singapore. IDA promotes the adoption of Infocomm technology as a key enabler to enhance Singapore's economic competitiveness. It works with both public and private organizations to spearhead the strategic use of Infocomm, encouraging innovation as well as research and development in emerging areas like digital media. IDA has an excellent track record for master-planning Infocomm projects for the government. It also works with the industry to harness Infocomm technology to enable development in education, healthcare, manufacturing, logistics, tourism, entertainment and finance.

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

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

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

Muscat municipality, Oman
For “Cleanliness of Muscat Municipality”

The Challenge:

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

The Solution:

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

Specifically, it has adopted measures to ensure a high standard of cleanliness within the municipality – including boosting efficiency of its internal operations, staging campaigns to promote awareness in public and individual health, enlisting the support of schools in environmental cleanliness, keeping roads clean, and giving attention to timely collection and disposal of garbage.

The subject of cleanliness is the top priority facing those responsible for the cities. This subject takes a special place in view of the cities’ expansion thus attracting the people to live and work therein, forming a phenomenon of our modern time, and transforming the cleaning services into a difficult challenge. The concentration of large numbers of people in a demographically restricted area, and in one place in the midst of daily consumption habits, results in waste that requires the service of a fully army of cleaners. The difficulties lie not only in the collection of garbage, considering the population’s habits in the cities and the waste generated, cleaning services are facing big problems and challenges in disposing of the waste in a proper manner, in order to reduce its environmental and health problems to a manageable level and avoid its hazards. For this reason, Muscat Municipality concentrated its efforts on this aspect. Therefore, cleanliness became an apparent and deeply rooted feature of the city of Muscat, enabling the Municipality to win many Arab and international awards and gaining high reputation among modern cities.

For more information, please go to: www.mm.gov.om

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

National Customs service of Bolivia, Bolivia
For “Aduana Nacional de Bolivia”

The Challenge:

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

The Solution:

It undertook comprehensive institutional reforms aimed at increasing the efficiency of customs collections, halting the traffic in contraband goods, and facilitating external trade. The core elements of the reform programme include the review of human resources policy and practices, the application of modern technology, the streamlining of custom tariff, and the adoption of new customer-service initiatives.

Since 1999 the Bolivian Custom Administration started an intense process of institutional reform. To that end, it established a five point agenda for change:

- to dismiss all the “ad honorem” personnel and change all political appointments for qualified individuals selected through competitive procedures undertaken by private sectors firms specialized in mass recruiting,
- to develop new procedures for all customs operations, so as to give importers and exporters judicial security,
- to introduce state of the art information technology for customs administration and control of operations,
- to improve the infrastructure and equipment,
- and to establish a client-oriented culture.

To undertake this reform a financial package of \$US 35 million was collected from the international cooperation (World Bank, Interamerican Development Bank, Nordic Fund, Japanese Government and Bolivian Government).

After nearly four years of hard work, the results have been quite positive. Just to give some examples, the 97% of all existing custom's personnel were hired through competitive processes run by mass recruiting private sector firms, all economic agents can process their import or export declaration over the internet, all the infrastructure of the new Customs Administration has slowly been refurbished and made more accessible to foreign trade operators in an effort to facilitate and make more transparent the interface with customs officials. But undoubtedly, one of the most important changes undertaken under the reform process has been the introduction of a client oriented service culture.

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

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

Local Council of Alcobendas, Spain
For “Ayuntamiento de Alcobendas”

The Challenge:

The Municipal Government of Alcobendas in Spain wanted to improve the quality of dialogue between the citizens and the Administration, the municipal government.

The Solution:

In 1995, the local council began work on a strategic plan for the modernization of the municipality of Alcobendas, a part of the autonomous community of Madrid, Spain, with about 100,000 inhabitants and almost 1,200 employees in the public service.

In 1997, the initial stages of ITACA were drawn up, and in 1999 the project was formally launched. In 2003, the second stage of the ITACA followed shortly after as part of the Municipal Action Plan (PAM).

The project's aim is to facilitate and improve the relationship between citizens and the municipality by simplifying the tools that citizens use to obtain information and communicate with public institutions. The first stage of the project focused on three basic services for citizens: the Alcobendas Card, an expanded website, and an integrated 24-hour telephone information service, called *Servicio de Atención Ciudadana* (SAC).

The Card, marketed as “the local council in your pocket”, has drawn the most attention. It provides a free-of-charge form of personalized identification and allows for interaction and the exchange of information with other cardholders. The card will gradually eliminate the need for different local ID cards by bringing all services together, cutting waiting time for citizens down to an average of less than four minutes when personal attention is required. Furthermore, the card provides universal access to ICTs at the recently established self-service points. In 2004, more than 16,000 Alcobendas Cards were handed out, and 16 self-service and administration points were established.

The expanded website has seen the number of visitors increase almost tenfold, from about 27,000 in 2000 to approximately 267,000 in 2003. As a result, in the same period, the government was able to handle many more citizens' problems: 125,000 cases in 2002 compared with only 85,000 in 2000. Furthermore, the introduction of the 24-hour telephone service resulted in a tripling of phone calls to the Alcobendas government-from about 24,500 in 2000 to almost 88,000 in 2003, with a high customer satisfaction rate. A study conducted in that respect in 2003 by the Research Department revealed that the overall rating of the municipality scored close to 8.7 out of 10, with the behavior of the staff-scoring well above the overall rating.

The Alcobendas car used new technology to integrate several other cards into one and improve access to services through a secure system guaranteeing the citizen's privacy. The improved web portal took advantage of internet technology, which 34 per cent of the municipality's population, excluding students, already accessed regularly, to extend delivery of information and services such as a guide to living in the municipality, customer service, information on services offered, and proceedings of the municipality, as well as information on local media sources and associations- all in real time (INFOCIUDAD).

By providing a 24-hour telephone information, integrating information and services for citizens, enlarging and decentralizing existing offices (where possible), and expanding office hours to afternoons, evenings, and Saturdays, the municipality was able to integrate offices and services, increase accessibility, enhance the quality of service, and reduce waiting times.

For more information, please go to www.alcobendas.org

Providing faster service to citizens by Automating Service Request procedures:

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

The Challenge:

Citizens had to queue for hours during working days at government offices to pay taxes and fines or to obtain documents, such as driving licenses or birth certificates. Information on how and where to find rules and regulations has often been hard to find out, and it has often involved making inquiries at several different ministries or government agencies. The government continuously faced a challenge in delivering services in an efficient manner

The Solution:

In 1976, the Ministry of State for Administrative development (MSAD) was established. The objective is to enhance and increase the efficiency of government by adopting new techniques and mechanisms to better serve citizens.

The Egyptian government continually faces the challenge of delivering services efficiently: citizens often experience the frustration of waiting in lines for hours at government offices to pay taxes and fines or to obtain documents such as drivers' licenses or birth certificates. Information on how and where to find rules and regulations has often been hard to obtain.

The government took the first steps to modernize government services in 1998, with the aim of simplifying how it delivers services to customers by introducing new technologies such as voice mail service, automated fax services, and the use of the internet for requests.

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

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

Improving services depended on three basic approaches:

- integrating required papers and documents from citizens and eliminating duplication;
- Specifying the required fees according to laws and regulations, thereby requesting only the minimum rate and ensuring that this fee scale is uniform throughout the country; and
- Indicating the timeframe for obtaining any service.

To achieve these steps, it was necessary to unify rules and requirements by preparing forms for each service. Consequently, any citizen seeking a service receives a receipt listing all the procedures and steps required, the agencies to direct complaints to, and the time necessary for completion.

The ministry continues to develop E-government services, thus demonstrating a sustained commitment to innovation and improvement of public services.

In January 2004, the Ministry launched the country's integrated E-Government Portal for online services.

The bilingual portal (Arabic/English) enables all stakeholders to browse government announcements, search for information related to particular services, and access online services all at a single user-friendly "one-stop-shop". Since 2007, some government services are available online.

For more information, please go to: www.edara.gov.eg Transforming public institutions into efficient entities by providing social assistance to the vulnerable (families, disabled):

State of Tamaulipas, Mexico

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

The Challenge:

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

The Solution:

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

For the past three years, the DIF Tamaulipas has undergone a radical change in the coverage of its programs and the scope of its benefits. DIF Tamaulipas has demonstrated that it could radically transform public institutions into entities capable of providing quality service at levels comparable to those attained by their private sector counterparts.

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

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

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

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

4) Extension in the coverage of social programs.

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

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

Category 3: Innovations in the Public Service

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

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

The Challenge:

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

The Solution:

The Zambian Patents and Companies Registration Office has successfully achieved a self sustaining financial autonomy and has utilized this autonomy to transform itself into a revenue generating institution driven by customer satisfaction and improvement in the quality of service delivery. The PCRO is responsible for managing the country's system of protection of industrial property and registration of enterprises under the Companies Act and Registration of Business Names. The greatest achievement was the sustained effort, in the absence of past precedent, to implement the government directive to fully privatize the departments operations. The PCRO was among the first 17 public agencies selected by the government for commercialization.

Since there was no past precedent for this kind of transition, Management consultants were hired to make a visibility study of the project and they recommended that privatization was the best option. The staff had to be trained to adjust to the demands of a work culture oriented towards profit generation in a commercial market as compared to the purely service oriented approach of the civil service. All personnel underwent induction and security seminars. Staff training was sponsored in the first phase by the World Bank Financial and Legal Management Upgrading Project (FILMUP).

The PCRP has three main priorities:

- The first one is building self-training capacity. The mandate to commercialize the department with limited autonomy was given by the Government on the condition that once the Department was ceded from the mainstream civil service it would no longer expect any funding from the Government. Rather, the Government would be expected to fund its own operations entirely for its own resources and to enter, after three formative fiscal years, into an arrangement with the Central Treasury, wherein the commercialized entity would be required to contribute a certain percentage of its annual income to the Central Treasury.
- The second priority in hiving the department off the civil service was the immediate relocation of offices from the Ministerial office block. The need to relocate was also a

- condition precedent for counterpart input expected of the government in an agreement with the Norwegian Government, through NORAD for the computerization of the office.
- The third was the establishment of a viable institution with its own processes and system of internal control. As a consequence of relocation of offices, the Agency was detached from the principal services of the parent ministry. The Department was faced with the challenge of setting up a functioning Account Unit and Administrative Unit to look into matters of management of material and human resources, which prior to this, had been preserve of the a parent ministry.

One of the several changes experienced from the achievements is the quality of the service delivery under the Companies Act. The enactment of the current companies Act in 1994 simplified significantly the national system for incorporation of entities. Despite the tremendous increase in the customer volume per day since the inception of privatization, measures had been instituted to shorten the service turn-around time, and attend promptly to clients' concerns. Two days was the longest period recorded by which the office expected to delay any application in a queue if there were no complications in the application submitted.

Service delivery was further enhanced by harnessing ICT. The electronic database enabled the office a faster retrieval of information for both the use of the office and its many customers. Moreover, information was disseminated effectively through the disclosure of patents, trade marks and industrial design data in the Zambia patent and Trade marks Journal. Acquisition of the organization's own office block saved the organization over US \$ 80,000 per year which it gave as rent. For a small organization with no financial assistance from the Central Treasury, this saving released an enormous resource for the organization of meetings other needs of the organization.

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

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

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

The Challenge:

Vancouver is the third largest city in Canada, and serves as the gateway to the Pacific Rim. With a budget of \$636 million, the City's 8,000 employees provide hundreds of services to an increasingly diverse community of more than 550,000 residents.

The Solution:

The Neighborhood Integrated Service Team (NIST) program is a City of Vancouver initiative that helps residents addresses difficult issues in their communities. These might be issues relating to buildings, garbage, noise, illegal activity, health or safety. The NIST program mission statement is "*to lead, to provide and to facilitate integrated community-based service delivery*". In a nutshell, NIST takes city government to the streets.

The program was developed in 1994 and implemented in 1995. It is based on two simple premises:

- Local problems should have local solutions;
- Cooperation and information sharing are essential to an effective solution.

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

More than 200 City staff sit on 16 teams, each of which represents a particular area of Vancouver. These teams comprise staff drawn from various departments such as the Police, Fire, Engineering, Planning, Permits and Licenses, community centers, libraries, as well as outside agencies such as health and social services. These City officials work together, sharing information and coordinating their efforts to solve problems in a holistic and multi disciplinary manner. The teams meet regularly in (and with) their communities.

The NIST program is a unique and effective model of service delivery for Vancouver. Not only has it resolved dozens of difficult problems for Vancouver residents in the eight years it has existed, NIST has also succeeded in breaking down barriers between/among City departments, improved inter-departmental communication and cooperation, and empowered citizens who have participated in the process.

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

Creating a Department open to innovation in public administration:

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

For Efficiency in the Administrations (PADEA)

The Challenge:

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

The Solution:

The *Department for Public Administration* was set up in 1983 as part of the Prime Minister's Office in response to the modernization needs of the Italian public administration. Renamed "*Public Administration Department for Efficiency in the Administrations*" (PADEA) in 2001, the Department traditionally has been a central authority within the State, governing public administration through unilateral acts such as laws, regulations and circulars.

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

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

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

PADEA has sponsored three different projects aimed at creating a network of operators who actively collaborate for the improvement of public administration and services. The operators compare and exchange good practices and are encouraged to adopt the latest management techniques used in the private sector. PADEA has created a knowledge management and diffusion system through websites dedicated to the three main projects, where the interested parties obtain information and exchange experiences:

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

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

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

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

Public Procurement Service, Republic of Korea.

The Challenge:

Public Procurement Service ("PPS") of the Republic of Korea administers procurement of goods and services for around 30,000 Korean public institutions. The previous paper based system was slow and caused the users a great deal of inconvenience. In addition, a series of corruption scandals had hurt the reputation of the PPS.

The Solution:

Given this backdrop, PPS launched a government e-procurement system. This was essentially an "e-mall", a combination of an Electronic Data Interchange (EDI) system and an internet shopping mall. This "e-mall" has proved to be a big success. Currently, about 92% of the procurements, involving

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

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

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

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

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

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

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

For more information, please go to: www.pps.go.kr

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

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

The Challenge:

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

The Solution:

The Internal Revenue Service of Chile (SII) has developed a unique means of using an e-government application, which encourages compliance with filing requirements, lowers costs, and increases trust in government. Unlike most online tax sites, the Chilean site automatically calculates taxes for each

tax payer, based on information already on file. Users then have the opportunity to accept or modify the existing form.

In 1993, the SII undertook a fundamental change in its modernization process by adopting open information technologies (TCCP/IP in network protocols and UNIX incorporate systems) and relational databases.

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

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

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

Since 2001, naturalized persons subject to the global complementary tax have had access to a *Proposed Income Tax Return*, which is prepared by and placed on the website of the Internal Revenue Service of Chile or the Servicio de Impuestos Internos de Chile (SII). Tax payers can confirm this proposal or modify it, sending it through the internet to the SII.

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

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

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

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

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

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

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

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

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

Education Centre for Research and Development, Lebanon

The Challenge:

To reform the teaching structure and pedagogy in Lebanon

The Solution:

The Education Centre has created a new structure based on the principles of clarity, flexibility, and compatibility. The reform increases students’ freedom of choice and facilitates flexibility in changing between areas of interest. It also welcomes financial sponsorships by private companies and improves the education system’s ability to respond to the needs of the employment market. The new teaching structure is expected to have positive impact on the educational sector as a whole, including the students and those employed in the field.

For more information, please go to: www.crdp.org

Chapter II

2005 United Nations Public Service Awards Winners Successful Stories

1. Overview of winning initiatives

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

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

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

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

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

Category 2: Improving the Delivery of Services

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

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

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

2. 2005 UNPSA Winners’ achievements

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

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

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

City of Vancouver, Canada
For “The Vancouver Agreement”

The Challenge:

Vancouver’s downtown Eastside, once a vibrant commercial and entertainment district was completely paralyzed, economically and socially by 1990. The reason—a public health crisis—rampant drug use and dealing on the main streets of the area.

The Solution:

The Vancouver Agreement is an urban development initiative that promotes partnerships between governments, community organizations and business to make the city a healthy, safe and economically and socially sustainable place to live and work for all residents. The Agreement was created by the Governments of Canada, British Columbia and the City of Vancouver, signed in March 2000 for a five-year term and has been renewed to March 2010.

The Vancouver Agreement is a unique example of how greater collaboration between governments, communities and business can be achieved. The federal, provincial and municipal governments are working together, coordinating resources and reaching out to the private and non-profit sectors to implement a comprehensive strategy, promoting and supporting sustainable economic, social and community development. Decisions and actions under the Vancouver Agreement are guided by principles of:

- Informed decision-making that is supported by ongoing research and analysis.
- Innovation in delivering outcomes to improve the lives of citizens.
- Respect for diverse communities in program planning and implementation.
- Community engagement in inclusive and accessible processes to assist decision-making.
- Collaboration among governments, business and community stakeholders.
- Accountability for public funds and transparency of processes and procedures.

The Agreement's initial focus was the inner-city Downtown Eastside to respond to economic, social, public health and safety challenges. Additional priorities in the Agreement's second phase are the 2010 Inner-City Inclusively Initiative in partnership with the Vancouver Organizing Committee for the 2010 Olympic and Paralympic Winter Games and the Accessible/Inclusive cities and Communities Project in partnership with the non-profit 2010 Legacies Now.

The Agreement is working towards the following goals in order to add value to the collective work of the three government partners and their related public agencies like the Vancouver Coastal Health Authority, BC Housing and the Public Health Agency of Canada:

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

In pursuing these goals the Vancouver Agreement focuses on several strategies, including the facilitation of forums and intergovernmental task groups; the initiation of joint public agency planning processes; or the investment of funds in specific public agency projects.

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

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

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

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

The Challenge:

The lack of people’s participation in formulating or evaluating government policies which often result in administrative processes working in isolation and having little impact on citizens’ lives.

The solution:

In 2000, the Government of the National Capital Territory of Delhi decided to involve all stakeholders to transform Delhi into a world-class capital city.

Bhagidari, a citizen-government partnership with an innovative approach to governance was initiated. Through the Bhagidari Cell, networks of local groups such as Resident Welfare Associations, Market and Trade Associations, Industrial Associations and non-governmental organizations have emerged as new, collective decision-making actors. The initiative has grown from 20 citizen groups in 2000 to more than 1,600 citizen groups representing about 3 million people today. These networks discuss problems hampering effective delivery of civic services with government representatives and then produce joint workable solutions to improve their environment and quality of life. As a result, mutually accepted schemes pertaining to civic needs like water supply, sanitation, school system, power supply, urban transport, protection of the environment and people’s security have been developed and implemented, leading to vast improvements in public service that benefit all citizens.

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

Category 2: Improving the Delivery of Services

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

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

The Challenge:

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

The Solution:

To address this crisis, the “Secretaría de Agua, obra Pública e Infraestructura para el Desarrollo” was created to coordinate and monitor the hydraulic policy of the State of Mexico. For the first time this

initiative has led to the development of the “Programa Hidraulico Integral del Estado,” which looks at the problem long term and determines for the next 25 years the water policy in the area. More immediately, the Secretariat has successfully increased and improved water supply to the population of the state of Mexico on a daily basis.

The initiative has vastly improved the delivery of water and now serves 13.64 million people—with an emphasis on sustained service that is equitable and of high quality.

Due to the continued efforts of the Secretariat, an additional 1.9 million have access to potable water and the quality of the water is guaranteed by 1,812 testing systems. In addition, the initiative has provided millions with the benefit of a new sewage system.

The Integral Hydraulic Program of the State, the only one in Mexico, has created an innovative formula, which has enabled the department to improve service delivery—accomplishing 217 public works at the speed of one per week. They have also installed 961 kilometers of pipelines and constructed 151 systems for potable water. The programme has initiated the construction of a macro-circuit for the distribution of potable water with a longitude of 123.5 kilometers for 2.100 million citizens. A knowledgeable staff certified for hydraulic works has increased efficiency and organizes awareness contests and exhibitions to educate students on the care of water.

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

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

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

The Challenge:

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

The Solution:

With the creation of the *Etablissement autonome de contrôle et de coordination des exportations* (EACCE) or the Autonomous Establishment for the Control and Coordination of Exports, in 1986/1987, the quality control of fruit and vegetables intended for exporting was confined to three regional centers in the port-cities of Casablanca, Agadir and Nador. 800,000 to 900,000 tons of perishable products, provided from almost 500 processing plants, were forwarded to these centers. Products that did not meet the quality standards were either returned for re-processing at the plants or were simply rejected, with the rate of rejection varying between 10% and 50%.

By 2002/2003, however, the number of regional centers had increased to 21 and the rejection rate had been cut to zero. The additionally incurred transaction costs had been completely eliminated with quality control of 100% of the exports taking place free-of charge at the location of the processing plants.

With scientific support, a high tech network of laboratories and a reliable information system that provides detailed information on export of produce and related products, as well as trade regulation, the decentralized quality control system has managed to reduce costs and delays of supplies thus enhancing the competitiveness of domestic corporations. Recently, the European Union acknowledged that conformity with marketing standards applicable to fresh fruit and vegetables had

been attained by granting EACCE the authority to perform checking operations prior to import to the European Community.

The composition of staff was revitalized by confining recruitment to highly skilled employees such as engineers and specialized graduates. In order to facilitate such a selective recruitment practice, EACCE in 1997/1998 took action by offering training to staff and voluntary departure to early retirees. In 1999/2000, the number of specialized staff had increased from 9 in 1986/1987 to 46 in 2003/2004 while the number of administrative staff had decreased from 110 to 60 over the same period of time.

Between 1988/89 and 2002/2003, EACCE opened 18 new regional centers bringing critical government services closer to the enterprises in need of those. The new control facilities strongly contributed to the improvement of the working conditions at the procession plants as well as the general hygiene in the different processes of production. In addition to these centers, laboratories conducting chemical and micro-biological analysis and controlling packaging have been established; one in each primary district of processing.

Only through a sustained effort by EACCE, in collaboration with the industry, has it been possible for the domestic producers of fruits and vegetables to gain a viable access to international markets. By initially targeting priority issues, EACCE employed a gradual approach to innovation where the focus first was on refrigerated products which were considered as having the greatest potential for return on investments. Looking forward, the decentralized control system is part of a second stage strategy with a global outlook where a further developed system of control of quality and traceability will be integrated into the processing itself.

Considering that tight control measures are necessary for exporting fresh fruit and vegetables to foreign markets, the facilitating role of EACCE in enhancing the competitiveness of domestic business is likely to be of increasing importance in the future. Moreover, the administrative innovations brought about with the efforts of EACCE have spurred emulation in other parts of government. Also, draft amendments to current legislation focus on the continued efforts of making private enterprises responsible and embedding government initiatives within a framework of proximity and facilitation.

The decentralization of the quality control of fruits and vegetables for exports in Morocco shows that abandoning a previously centralized control system may have a significant impact on the international competitiveness of domestic enterprises.

For more information, please go to: www.eacce.org.ma

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

Public Employment Service of Castile and Leon–Spain

The Challenge:

Castile and Leon is the largest region in Europe with a population of 2.5 million, representing 9 provinces and 2,249 municipalities. The area's vision of the future was conceptualized into the Modernization Program, designed to use human capital as the main force for involving citizens. This initiative implied the need for everyone in this vast geographical region to be involved in the

administration of Castile and Leon, build a consensus and maintain a continuous dialogue between all of the interest groups.

The Solution:

In 2003, competencies were transferred from the National Institute of Employment (INEM), an agency under the Ministry of Labour and Social Affairs, to the Autonomous Community of Castile and Leon. Designed with an initial budget of €2.6 million, paid by the State, the Modernization Program 2004 was launched to facilitate the regional Public Employment Service (ECYL) in achieving full employment while at the same time providing an opportunity for Castilians and Leonese to continuously live and work in the region.

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

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

The new vision of ECYL established holistic approach to service delivery in which the so-called Service Life Cycle (SLC) became paramount. The SLC is composed of seven key actions including job market research in collaboration with private enterprises, public organizations and various other entities in 34 of the employment offices in the region, integration of smaller employment offices in rural areas, etc.

ECYL's Modernization Program of 2004 has succeeded in formalizing new methods and services, increasing user satisfaction, improving results in labor insertion, providing new communication tools and technologies and deploying them around the Autonomous Community.

In developing the design, deployment and assessment of the Modernization Program the management team used a methodology called RADAR from the EFQM Excellence Model developed by the European Foundation for Quality Management (EFQM). The team utilized this method to facilitate the analysis and continuous follow-up of the planned actions which comprised the SCL. As part of the RADAR methodology, extensive assessments and reviews were conducted, thus documenting achievements and developing a body of best practices used as a foundation for the planned reform in 2005. The direct participation of the technical personnel of ECYL in the Program's design together with the ideas from interest groups, especially the social and economic entities, allowed the management team to respond to societal demands.

A number of actions mapped out by the RADAR methodology focused on the importance of personal attention as a mean to appropriately match demand and supply. People who attended ECYL for the first time were provided with immediate and personalized treatment with the aim of learning the specific characteristics of the job seeker. Also, emphasis was put on identifying specific groups that had been away from the labour market for a longer period of time in order to target their needs. Finally, efforts were made to provide the job seeker with more detailed information about available job profiles thus guaranteeing the job supplier and adequate candidate for the job.

A number of factors were identified as critical for the successful implementation of the Modernization Program of 2004:

- The assimilation of existing employees and the Modernization Team, consisting

of 83 technicians and 20 administrative assistants, through the creation of a culture of team work was imperative to the success of the Program.

- The integration of Information and Communication Technologies (ICTs) through a technological platform (www.empleocastillayleon.com) enhanced the efficient use of resources in the Community; an area larger than neighboring Portugal.
- Active employment management adapted to the characteristics of each group, especially those that are socially less favored, via collaboration with other institutions that will allow for the optimization of available resources. This improvement in interinstitutional coordination makes the society better prepared for future employment regulations.
- An agile, dynamic attention to the demand and supply identified during the first few weeks will increase the results of labor insertion. The personalized service, via validation of the profile demanded when choosing a position, allows for minimal resource needs which increment the possibilities of success in labor insertion.
- Standardization via documented procedures of best practices identified, taking advantage of the new technologies, allowing for an efficient deployment in a large number of Employment Offices all of which were deployed by the second largest community in Europe.

For more information, please go to: www.jcyl.es

Category 3:

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

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

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

The Challenge:

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

The Solution:

In order to foster a pro-enterprise environment for business in Singapore, the Government initiated the Online Application System for Integrated Services (OASIS) project.

Entrepreneurs often have limited knowledge of the licenses required to start a business. The OASIS project was initiated to create a common platform to establish greater collaboration among agencies for the application of business licenses, as well as a customer-centric portal of choice for users to interact and transact with the Government to acquire licenses. The Ministry of Finance, the Ministry of Trade and Industry and more than 30 government agencies collaborated to present a more united and coherent front to the businesses.

A comprehensive review of the existing Government policies was done to re-engineer the process. Regulatory assumptions were challenged to reduce red tape that were a

regulatory drag on business. Only when the processes had been sufficiently streamlined that they were considered suitable for transferring the implementation of procuring the license online. After the re-engineering process, the average processing time for licenses was reduced from 3 weeks to 12.5 days. Coupled with the revised fees structure, savings accrued to business exceed \$ 1.8 million per year.

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

Online Business Licensing Service, an online portal allowed the user to search for licenses by selecting the appropriate business activity. If the user applied for more than one license in one sitting, the system generated a single integrated application form. The system then “intelligently” routed such information to various agencies. Applicants could pay for all the license or processing fees in one consolidated payment via online credit and debit payments. Concurrent processing of different licenses reduced the time for the applicant to receive all the required approvals saving a lot of time. Once an application had been approved, the email and SMS alerted the applicant of the change in status.

The initiative provides an effective platform to purge bureaucratic inefficiencies within many government agencies. Extensive policy reviews were conducted and systems re-engineered to allow the average processing time for licenses to be reduced from 3 weeks to 12.5 days. Coupled with the revised fee structures, savings accrued to businesses now exceed \$1.8 million per year. Thereafter, the Online Business Licensing Services (OBLS), an important milestone of the OASIS project, was developed. In Singapore, 80 per cent of all new businesses, approximately 30,000 enterprises annually, can now apply online through the OBLS for one or more of the 69 licenses which are commonly needed to start their businesses, without resorting to offline means. Equally important, throughout the entire business-licensing process, entrepreneurs will need to access only this single portal for all their needs. As a natural extension to the online application service, the OBLS allow applicants to complete license renewals, updates and terminations online.

The benefits accrued from the project form a strong value proposition to obtain endorsement and support from the senior management.

Finally, □ 8,000 businesses have benefited from the OBLS project by applying for their licenses online via OBLS. 87% of the feedback received has been positive.

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

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

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

The Challenge:

The challenge facing the Canadian Government was make information available to the consumer regarding advisory services, standards and regulations and to support him make decisions in the marketplace on related goods and services through one stop shop. Canadian consumers needed better access to high-quality service, information and tools with which to protect them, shop smarter

and respond effectively when their efforts weren't effectively met. These pressures transpired in the formation of an innovative portal.

The Solution:

Globalization is not only preordaining rapid changes and innovations in technology but also bringing unfamiliar marketing and contractual approaches to the arena. The dizzying array of new complex products and services and unfamiliar suppliers is making it difficult for the consumers to make informed decisions. This inculcates by default an imbalance in the market, where the consumer finds it difficult to validate the reputations of the suppliers entailing a higher financial risk. Moreover the risk of identity theft and other fraud multiplies as more commerce moves on-line.

Governments in Canada had been trying to restore balance to the marketplace; the results were not bearing much fruit as the efforts were hampered by the maze of jurisdictions and organizational barriers that the consumers faced.

The Canadian Consumer Information Gateway was developed to deliver essential information to the consumer via the internet. It is Canada's most extensive online source of interjurisdictional information for consumers with information from more than 450 government and non-government organizational partners. Due to a pioneering approach to multi-jurisdictional partnerships, consumers can cut across federal/provincial/territorial boundaries to access services through a single window.

Equally as important in the world's second largest country which spans six time zones, is that service to consumers is offered 24 hours a day, 365 days a year, regardless of location.

The Gateway provides a menu of relevant topics, access to timely highlights and tools to help consumers save time, money and better protect themselves from fraud and deception. Consumers can now turn to a single Web portal and access more than 7,000 programs, services and subjects from more than 450 government and NGO partners. A powerful search engine and a menu of relevant topics make access to information easy and fast. The Gateway is also equipped with telephone and in-person service delivery channels. Each link to a partner Web site is preceded by an innovative Standard Portal Document, which is an easy to print page containing background information on the source of the program, service or subject and contact information for telephone, mail and, where appropriate, in-person service.

The Gateway is an innovative on-line tool providing educating and facilitating consumers. Features like interactive quizzes, animated features, and calculators enable consumers to do more in less time.

The most powerful tool of the Gateway is the Consumer Complaint Courier- a bold transformation of the way government agencies handle consumer complaints. The Courier teaches the consumer the proper steps to log a complaint with a business, links them to relevant information and connects them instantly to appropriate agency. This specific feature provides enormous empowerment to the consumers. Its innovative letter wizards help citizens to prepare complaint letters by simply filling in a complaints template and the complaints database automatically forwards the complaint to the concerned department.

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

cuts costs of publishing and distributing information.

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

- Despite a limited marketing budget, the Gateway received over 350,000 visits last year
- In a recent online survey, 2/3 of respondents expressed a significant level of satisfaction with their experience on the Gateway
- In the same survey, 72% of users said they would definitely return
- The Complaint Courier is fast becoming the preferred complaint channel tool for both consumers and partners alike.

It is important to mention that the initiative received the following Awards in the past:

2001 - 2 GTECH Distinction Awards (Gold) for both Leadership and Innovative Partnerships and Alliances

2002 - Head of the Public Service Award for Excellence in Service Delivery – Service Transformation

2002 - Finalist - Innovation Awards of the Commonwealth Association of Public Administration Management

2004 - CGR eAwards (Silver) for Citizen-Centric Inter- Jurisdictional Initiatives CCIG

CCIG has also sparked significant international attention and many aspects of the project are considered best practices of government portal development

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

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

Annex I- Follow-up questionnaire to the winners

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

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

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

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

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

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

1	2	3	4	5

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

1	2	3	4	5

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

1	2	3	4	5

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

1e. Did your innovation receive any other Awards?

1f. Other. Please specify.

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

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

If yes, where and when?

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

5. Media coverage

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

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

6. Any Other Comments

NOTE on MAPS

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

United Nations Public Service Awards' Winners (2005)

Region	Country	Institution	Initiative	Output	Category	Year
	Morocco	Etablissement autonome de contrôle et de coordination des exportations	Decentralization and expansion of the quality monitoring process of fruits and vegetables for exportation	18 new regional centers; staff recalibration	Improving the delivery of services	2005
	India	Bhagidari Cell, Office of the Chief, Government of NCT of Delhi	Citizen-Government Partnership: Bhagidari in New Delhi	Networks of decision-making actors; 1,600 citizen groups	Improving transparency, accountability, and responsiveness in the Public Service	2005
	Singapore	Ministry of Trade and Industry	Online Application System for Integrated Services (OASIS)	Processing time reduced to 12.5 days; \$1.8 million of savings per year	Application of information and communication technology (ICT) in government: e-government	2005
	Canada	City of Vancouver	Vancouver Agreement	Commercial redevelopment; innovative partnerships between 12 government agencies	Improving transparency, accountability, and responsiveness in the Public Service	2005
	Canada	Industry Canada, Office of Consumer Affairs	The Canadian Consumer Affairs Gateway (CCIG)	The service is offered 24h/ a day, 365 days in all locations	Application of information and communication technology (ICT) in government: e-government	2005
	Spain	Public Employment Service of Castile and Leon	Modernization Programm 2004	Unifies the region; allows the community to reach its employment goals	Improving the delivery of services	2005
	Mexico	Secretaria de la Agua, Obra Publica e infraestructura para el Desarrollo	El programa Hidraulico Integral del estado de Mexico	13.64 million people receive water ; additional 1.9 million have access to potable water.		2005
	Mexico	Secretaria de la Funcion Publica- Unidad de Gobierno Electronico y Politica de Tecnologias de la Informacion (UGEPTI)	La Estrategia de Gobierno Digital	Access to services for millions of citizens through 1,200 direct services	Application of information and communication technology (ICT) in government: e-government	2005

