



COMPENDIUM OF INNOVATIVE PRACTICES IN

# Public Governance and Administration for Sustainable Development





# Compendium of Innovative Practices in Public Governance and Administration for Sustainable Development



Division for Public Administration and Development Management  
Department of Economic and Social Affairs  
United Nations

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# Foreword

In September 2015 the United Nations Member States adopted the 2030 Agenda for Sustainable Development - a plan of action for people, planet and prosperity. At the heart of the 2030 Agenda is a vision for transforming the world by ending poverty, transforming societies and protecting the planet. The 17 Sustainable Development Goals (SDGs) and 169 targets will stimulate action over the next fifteen years in areas of critical importance for humanity and the planet - people, planet, prosperity, peace, and partnership.

The 2030 Agenda is just as transformative as it is ambitious. From ending poverty to achieving zero hunger; From reaching social and economic equality to combating climate change, the SDGs cannot be achieved without determined and sustained efforts from public institutions. More than ever, continuous innovation and integrated approaches are needed

The critical role of public institutions in realizing the SDG is highlighted in the sixteenth SDG which is dedicated to “promotion of peaceful and inclusive societies for sustainable development, provision of access to justice for all, and building effective, accountable institutions at all levels”.

There are multiple ways to achieve the kind of institutions we need for the reorientation of societies towards a sustainable development path. But some key issues and trends can be identified and we have been learning many lessons on practices that can help trigger progress.

This Compendium of Innovative Practices in Public Governance and Administration for Sustainable Development explores three shifts in government-society interactions that have had significant impact on public administration and public service . These are the (i) demand for more people-centered governance, (ii) greater use of ICT technologies in public sector, and (iii) demand for high-quality human resources in public sector to deal with increasingly more complex development imperatives.

People-centered approaches (Chapter 2) represent an important shift in public governance. With this, policy making is brought closer to people by engaging them in policy development, implementation and more direct evaluation. Public service delivery is designed around the needs and preferences of people rather than organizational structure of government. People-centered models turn people into partners, collaborators and co-creators of public services. We move from governing for people to governing with people and the kind of “participatory decision making” to which the 2030 Agenda aspires.

The use of ICTs in public sector (Chapter 3) increasingly changes the models of public service delivery. Technology holds a potential to open new opportunities for people, promote participation and engagement, responsiveness, transparency, accountability, connectedness, innovation, and more sustainable outcomes of policy implementation. This can strengthen the overall legitimacy of governments. Although technology promotes progress, the process of empowering people through the use of technology is not spontaneous. Ensuring physical access to technology is one of the necessary conditions for capturing the huge opportunities of ICT for addressing poverty. Also important are the skills of potential users and their ability to access, analyze and interpret information. In this sense, ICTs should be seen as a means to people empowerment, not an end.

Highly trained and versatile human resources (Chapter 4) in public administration are in greater demand than ever. Governance for sustainability requires a well-functioning public administration with effective organizations and highly qualified, committed staff. It is essential that public administration is driven by the ultimate goal of sustainable development. This requires not only an alignment of public service incentives with the new sustainable developmental framework, but also an increased awareness of government employees on the challenge of sustainable development and their role in the process and in reaching the poorest and most vulnerable.

This Compendium contains both substantive analysis and case studies on these three important themes. It is our hope that the Compendium will function as a useful reference and illustrate that promoting innovative practices in public service delivery is vital for achieving the sustainable development goals and leaving no one behind.



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## Abbreviations and Acronyms

<b>ACC</b>	Anti-Corruption Committee
<b>BCA</b>	Building and Construction Authority
<b>BDO</b>	Block Development Officer
<b>BPL</b>	Below the Poverty Line
<b>CASE</b>	Customs Automated Services
<b>CIRES</b>	Centro de Instrumentación y Registro Sísmico
<b>CO<sub>2</sub></b>	Carbon dioxide
<b>CPR</b>	Corruption Prevention Reviews
<b>CRS</b>	Crisis Relief Singapore
<b>CSO</b>	Civil society organization
<b>DCT</b>	Direct Cash Transfer
<b>DESA</b>	United Nations Department of Economic and Social Affairs
<b>DMB</b>	Development Management Branch
<b>DPADM</b>	Division for Public Administration and Development Management
<b>ECDL</b>	European Computer Driving License
<b>EGA</b>	E-Government Authority
<b>EGB</b>	E-Government Branch
<b>E-GRIP</b>	Electronic Government for Regional Integration
<b>FOIA</b>	Freedom of information Act
<b>FTMS</b>	File Tracking & Tracing Management System
<b>G2G</b>	Government-to-Government
<b>GDP</b>	Gross domestic product
<b>GEO-IS</b>	Geoinformática & Sistemas
<b>GNI</b>	Gross national income
<b>GWDC</b>	Gyeonggi Women's Development Center
<b>HIRA</b>	Health Insurance Review & Assessment Institution
<b>ICAC</b>	Independent Commission against Corruption
<b>ICT</b>	Information and communication technologies



<b>IPAM</b>	Informal Pro-active Approach Model
<b>IPD</b>	Immunization Plus Days
<b>ITU</b>	International Telecommunication Union
<b>IWMS</b>	Integrated Workflow Management System
<b>KAC</b>	Kenyan Agricultural Company
<b>LAPSI</b>	Legal Aspects of Public Sector Information
<b>LDC</b>	Least Developed
<b>LGA</b>	Local Government Area
<b>LLIN</b>	Long Lasting Insecticidal-treated Nets
<b>MDG</b>	Millennium Development Goals
<b>MFC</b>	Medical Fee Checking
<b>MoIM</b>	Ministry of Interior and Municipalities
<b>MRMWR</b>	Ministry of Regional Municipality and Water Resource
<b>NGO</b>	Non- Governmental Organization
<b>NHIS</b>	National Health Insurance Service
<b>NMCP</b>	National Malaria Control Program
<b>NSAP</b>	National Social Assistance Program
<b>OAGN</b>	Office of the Auditor General of Nepal
<b>OCHA</b>	Office for the Coordination of Humanitarian Affairs
<b>ODRU</b>	Open Data Readiness Unit
<b>OECD</b>	Organization for Economic Co-operation and Development
<b>OECS</b>	Organization of Eastern Caribbean States
<b>OLNPP</b>	One Less Nuclear Power Plant
<b>PLI</b>	Poverty Line Income
<b>PNDS</b>	National Program for Village Development
<b>PSACF</b>	Public Sector Anti-Corruption Framework
<b>PSI</b>	Public Sector Information
<b>PV</b>	Photovoltaics
<b>PWE</b>	Aktionsprogramm Perspektive Wiedereinstieg
<b>RCAR</b>	Collective Retirement Allowance System
<b>RECIPE</b>	Computer Education Against Marginalisation
<b>RFID</b>	Radio Frequency Identification Device
<b>RT</b>	Round Table
<b>SAI</b>	Supreme Audit Institution
<b>SAS</b>	Seismic Early Warning System

<b>SCDL</b>	Symbiosis Centre for Distance Learning
<b>SDG</b>	Sustainable Development Goal
<b>SLM</b>	Self-learning material
<b>SLRB</b>	Survey and Land Registration Bureau
<b>SMS</b>	Short Messaging System
<b>SNV</b>	Stichting Nederlandse Vrijwilligers
<b>SSIP</b>	Secondary School Improvement Programme
<b>SUN</b>	Scaling Up Nutrition
<b>TBA</b>	Traditional birth attendants
<b>UN</b>	United Nations
<b>UNFPA</b>	United Nations Population Fund
<b>UNICEF</b>	United Nations Children's Fund
<b>UNPACS</b>	United Nations Public Administration Country Studies
<b>UNPSA</b>	United Nations Public Service Awards
<b>VEMB</b>	Village Electricity Management Boards
<b>WSIS</b>	World Summit on the Information Society

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# Chapter 1



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Public Governance and Public  
Administration for the Future

## The Road to Dignity - 2030 development agenda

On 25 September 2015 the United Nations Member States adopted the 2030 Agenda for Sustainable Development sharing a vision of transforming the world in three main ways -- ending poverty, transforming all lives, and protecting the planet<sup>1</sup>. By placing people and planet at the center of new agenda, they reinforced the importance of creating conditions for dignified life free of hunger, poverty, job insecurity and inequality and for addressing increasingly complex and pressing environmental issues. A common framework to achieve this vision is captured in ‘five Ps’-- people, planet, prosperity, peace, and partnership, to which the Member States agreed to commit 17 Sustainable Development Goals (SDGs) with 169 targets<sup>2</sup>, leaving no one behind.

The importance of transforming the governance was also highlighted in *My World* global survey<sup>3</sup> conducted by the United Nations to capture people’s voices and views on global development priorities for the post-2015 agenda. For millions of survey respondents across the globe having *an honest and responsive government* was as important as having good education, better health care and job opportunities. It is ranked as number 4 on the priority list for sustainable development<sup>4</sup> among 16 others.

The SDG 16, as a result, is specifically dedicated to “promotion of peaceful and inclusive societies for sustainable development, provision of access to justice for all, and *building effective, accountable institutions at all levels*”<sup>5</sup>. The latter, as outlined in SDG 16, requires countries to substantially reduce corruption and bribery in all forms, develop effective, accountable and transparent institutions at all levels, ensure responsive, inclusive, participatory and representative decision-making, broaden and strengthen participation of developing countries in the institutions of global governance at all levels, ensure public access to information, and protect fundamental freedoms, in accordance with national legislation and international agreements.

The bases of rule of law and good governance, including the principles of respecting human rights, and ensuring equality, inclusiveness, cooperation, transparency, accountability, responsiveness and participation in decision-making<sup>6</sup>, permeate implementation of all seventeen SDGs. Nonetheless, through SDG 16, the UN Member States recognize effective, accountable and inclusive institutions of public administrations as a prerequisite for achieving transformative and sustainable development. Securing means of implementation, including a steady flow of financial resources for implementation of sustainable development agenda needs to go hand in hand with investments in expanding capacities of government institutions at national and sub-national levels. To transform the world, governments need to transform as well.

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1 See UN SG Report to the General Assembly, The road to dignity by 2030: ending poverty, transforming all lives and protecting the planet, Synthesis report of the Secretary-General on the post-2015 sustainable development agenda, 2014

2 For details on SDGs, please, visit: <http://www.un.org/sustainabledevelopment/summit/>

3 See <http://www.myworld2015.org/?page=about-my-world>

4 See <http://data.myworld2015.org/>

5 See <http://www.un.org/sustainabledevelopment/peace-justice/>

6 For an informal glossary of governance terms, see the following website: <http://www.unpan.org/DPADM/ProductsServices/Glossary/tabid/1395/language/en-US/Default.aspx>

## Governance for the Future We Want

**Holistic Governance with Global Perspective:** Sustainability implies consideration for future generations, which means that countries should reassess the way they use natural resources and the footprint they leave in nature. Setting the world on a sustainable development path will require a radical departure from existing production and consumption patterns<sup>7</sup>, most importantly in sectors such as energy, transportation and agriculture<sup>8</sup>. Sustainability also requires a holistic approach to addressing society's problems. The focus shall shift from economic growth measured by the gross domestic product (GDP) to social value creation and wider understanding of sustainable livelihoods.

Governments have a key role to play in the reorientation of societies towards this sustainability path. They have the mandate and resources to bring all stakeholders together and get them to jointly define common objectives, elaborate policy options, reassess progress and make sure that the direction towards achieving long term goals is maintained. In pursuit of sustainability, governments will have to align their traditional objectives of improving livelihoods and security of people, competitiveness of businesses, delivery of public services and enforcing regulatory frameworks with a broader imperative of ensuring sustainable development.

**Flexible, Agile and Resilient Governance:** Thanks to an ever-faster technological advancement, individuals, countries and societies are becoming more interconnected. This generates countless benefits and opportunities for the world, but at the same time, has made countries more susceptible to external risks. Inter-connectedness exposes countries to greater challenges resulting from shocks and volatility (e.g. financial crises, cyber security risks, terrorism, infectious diseases, etc.), which require greater capacity to predict, prevent and respond to arising crises. Governments need to be agile, to respond quickly to dynamically changing environments within and outside their borders. They should respond to uncertainty, adapt to unforeseeable and rapidly changing circumstances, and withstand short term challenges without compromising the future sustainability of development.

**Collaborative governance:** The pursuit of sustainable development will require more collaborative and flexible governance to steer multiple stakeholders towards sustainable solutions<sup>9</sup>. SDG 16 calls for ensuring responsive, inclusive, participatory and representative decision-making at all levels. Complex societal challenges should be addressed through collaboration across sectors, by developing new operating models that combine resources, knowledge and expertise from a broad spectrum of players; and enables decision-making across public, private and civil society sectors. Governments, in this context, serve as a "linking pin" establishing new platforms of collaboration and new rules of engagement which can bring together stakeholders to serve the common good. Thus, a well-functioning public administration is crucial for collaborative governance. Moreover, due to the global nature of sustainable development, it is no longer viable to operate at national level – international coordination and collaboration are essential for effective outcomes. Only international collaboration and a networked system of stakeholder interaction can meet the needs of the new development agenda.

<sup>7</sup> UNDESA "World Economic and Social Survey 2013, Sustainable Development Challenges, 2013".

<sup>8</sup> OECD, 21st Century technologies - promises and perils of a dynamic future, 1998

<sup>9</sup> In its guidance for achieving transition to sustainable development, the outcome document of the United Nations Conference on Sustainable Development (General Assembly resolution 66/288) states that sustainable development strategies need to be ambitious, action-oriented and collaborative, taking into account different national circumstances.

In more and more countries, governments are forming effective partnerships and strategic alliances with private sector and civil society organizations to confront challenges the public sector cannot tackle alone. It has already become evident that effective solutions for many emerging challenges in such areas as climate change, infectious diseases, or trans-border terrorism, to name a few, require close collaboration between various stakeholders at national and international level.

The relationship between governments and the private sector is a case in point<sup>10</sup>. As an OECD report put it, the “private sector’s pursuit of profit and government’s pursuit of social welfare need not be mutually exclusive”<sup>11</sup>. Markets cannot exist and function without governments, which are essential for the establishment of property rights, contract enforcement, fair competition, justice and security. Governments also provide infrastructure, education, healthcare and a myriad of other things which are essential to businesses. The quality of interaction between governments and the private sector will be a key determinant a country’s potential for growth and sustainable development.

Governments have been capitalizing more extensively and more effectively on civil society’s multiple roles as facilitator, convener, advocate, innovator and service provider. Around the world, civil society has become larger, more energetic, better connected and more engaged than even before. There is a two-way relationship between government and civil society. Civil society can help government to be more accountable and effective. On the other hand, governments need to create the necessary conditions for civil society to thrive and harness their work into powerful and positive outcomes for society.<sup>12</sup> Typically, many principles - transparency, openness, participation, and equity - create the necessary space for civil society to take an important role in shaping social interactions.

**People-centered governments:** Interconnectedness, increased availability of information, technologies and social media contributed to a shift towards people-centered approaches in governance. Individual human beings today can effectively mobilize extraordinary support in society through internet and social media, and exert immense influence on the government. Empowered people become more demanding and engaged in public decision-making. In response, many governments transform their policy-making and service delivery models in ways that bring the people to the center. Such transformations uncap great potential for governments to strengthen legitimacy and public trust, and deliver higher-quality public services more efficiently and equitably and ensure better responsiveness to societal needs. People-centered governance underpins the sustainable development agenda.

**Accountable and Efficient Governance:** Accountability for actions and demonstrated results promote the trust and legitimacy of governments. A focus on outcomes becomes crucial for making progress towards achieving SDGs and facilitates the process of societal consensus-building for a much required shift towards sustainability. The governments fall under increasing pressure to produce value for public money. Furthermore, in an interconnected world, people learn about the quality of state provided public services beyond their country borders with relative ease, which increases demand for

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10 The following sources examine the state-market relationship from different perspectives:  
Cornick, Jorge, Inter-American Development Bank. 2013. *The Organization of Public-Private Cooperation for Productive Development Policies*.  
Cimoli, M., G. Dosi, and J. Stiglitz. 2009. “Institutions and Policies Shaping Industrial Development: An Introductory Note.” In M, Cimoli, G. Dosi, and J. Stiglitz (eds), *Industrial Policy and Development: The Political Economy of Capabilities Accumulation*. Oxford: Oxford University Press.  
Krueger, A. 1990. “Government Failures in Development.” *Journal of Economic Perspectives*. 4(3): 9–23.  
Hausmann, R. and D. Rodrik, 2003, “Economic Development as Self-discovery.

11 OECD, *Current and Future Public Governance Challenges*, 2009.

12 World Economic Forum, “The Future Role of Civil Society”, *World Scenario Series*, January 2013.



the governments to effectively respond to people needs and deliver high quality services at affordable costs. In other words, what governments do, they should do well. Their legitimacy increases with demonstrated effectiveness and efficiency.

***Innovative and Technology Empowered Governance:*** Scientific breakthrough, innovation and advancement of information and communication technologies (ICT) of recent decades proved indispensable in addressing development challenges. Innovations in public service delivery empowered by ICT technologies, allowed many governments to improve quality and affordability of public services, increase productivity and add value for each dollar spent. This resulted in more openness, greater transparency, higher productivity, better performance and more sustainable services. It is at the same time important to continue innovating in many areas beyond ICT so that the poorest and furthest away can access and benefit from ICT.

At the same time, good governance is not only affected by technology and innovation – it is also an enabler of technological development and innovation<sup>13</sup>. Countries that have an open and transparent governance system have been able to promote better creativity, experimentation, learning and innovation. Good governance alone is not enough for harnessing the potential of technology and innovation – strong political will and leadership from all sectors -- government, business and civil society -- is essential.

The 2030 agenda calls for governance grounded in the use of data and the advantages of the ICT revolution. It points to the need for a global initiative to enhance people' access to information and improve data availability and quality. Addressing the UN Member States at the General Assembly session on 25 September 2015, the UN Secretary-General Ban Ki-moon called on countries and development practitioners to “embrace data revolution”<sup>14</sup> and support the knowledge transfer for sustainable development. Technology and improved connectivity are seen as crucial instruments for empowering people to hold governments accountable and keep tabs on the progress towards the achievement of development targets.

Technological development in conditions of social, economic and ecological disparities may carry the risk of creating a “digital divide”, excluding communities or whole nations from reaping the benefits of technological advancement. The 2015 report of the Broadband Commission for Digital Development notes that of the 3.2 billion people (or 43% of global population) connected in 2015, internet is only accessible to 35% of people in developing countries. Moreover, 90% of people in the Least Developed Countries (LDCs) do not have access to any kind of internet connectivity<sup>15</sup>. The digital divide may exacerbate inequalities in human development and create challenges for global trade, business, governance, and security. Similar findings emerge from the 2016 World Bank report on Digital Dividends<sup>16</sup>. Countries that are lagging behind in technological progress need policies and investments in the social, economic and technological infrastructure to facilitate growth. For them technological innovations offer opportunities to leap-frog access barriers. Learning alliances across countries based on peer-to-peer exchanges will also be crucial for spreading and fertilizing innovations.

13 UNDESA, E-government Survey 2014, E-government for the Future We Want, 2014

14 See <http://www.un.org/apps/news/story.asp?NewsID=51968#.Vi6Eon6rRpg>

15 The “State of Broadband 2015: Broadband as a Foundation for Sustainable Development” report. Read more: <http://sd.iisd.org/news/broadband-report-discusses-icts-in-2030-agenda>

16 See <http://www.worldbank.org/en/publication/wdr2016>

## Innovation in Public Administration and Public Service Delivery

Innovation and technology hold great potential for governance and the public sector, especially in developing countries. By taking a prominent place in the 2030 development agenda and combined with the principles of good governance and key socio-economic reforms, they have the potential to transform governance and service delivery even in places where changes have been hampered by isolation and political factors. Technology and innovation can be great instruments of sustainability, but promoting and acquiring them often involves good public policies and public investments. Encouraging an innovative organizational culture in the public sector and creating an incubating environment where ideas grow and flourish should be key goals for countries seeking to harness technology and innovation.

Three major shifts in government-society interactions have had significant impact on public administration and public service delivery during the last three decades: (i) demand for more *people-centered governance*, (ii) *greater use of ICT technologies in public sector*, and (iii) demand for *high-quality human resources* in public sector to deal with increasingly more complex development imperatives. Each of these shifts separately could have had major impacts on the way governments operate, but in combination they unveiled the potential to transform public governance and administration.

**People-centered approaches** (discussed in detail in Chapter 2) represent an important shift in public governance. The change takes place on two levels: (a) policy making is brought closer to people by engaging people in policy development, implementation and more direct evaluation, and (b) public service delivery is designed around the needs and preferences of people rather than organizational structure of government. In both cases the emphasis is on understanding people's needs and striving for people satisfaction. By bringing people to the center of policy-making, governance moves from governing for people to governing with people. The focus on co-creation and joint processes in service delivery require greater access to public data (especially in open formats), availability of analytical tools, and mechanisms to jointly monitor the outcomes of policy implementation.

People-centered models turn people into partners, collaborators and co-creators of public services. People become involved in the design and development of services, rather than just being passive recipients. For governments this means continuous dialogue and engagement with people towards improvement of public services. It also means finding the right balance between internal focus on efficiency and effectiveness, and external focus on creating value with many stakeholders. In other words, the government's focus is not only on how it produces services but also on how it can generate external value and growth. ICTs become an enabler in facilitating such processes. Through a decentralized nature and an ability to reach a large number of people quickly; ICTs expand political, social and economic freedoms<sup>17</sup> and deepen two-way interaction between people and governments. Modern technologies enable publication and access to data (including in open formats) to become a new powerful tool for engaging people in policy development, monitoring and evaluation. This has to be accompanied by action to reach the poorest and most vulnerable who may not benefit directly from ICT.

17 Larry Diamond, Liberation Technology, Journal of Democracy, Volume 21, Number 3, July 2010, pp. 69-83; [http://isites.harvard.edu/fs/docs/icb.topic980025.files/Wk%2011\\_Nov%2011th/Diamond\\_2010\\_Liberation%20Technologies.pdf](http://isites.harvard.edu/fs/docs/icb.topic980025.files/Wk%2011_Nov%2011th/Diamond_2010_Liberation%20Technologies.pdf)

**The use of ICTs in public sector** increasingly changes the models of public service delivery. In addition to traditional use of technology as a means of improving productivity, efficiency and effectiveness of service delivery, many governments nowadays use technology as an instrument to change relationships with people.<sup>18</sup> Technology holds a potential to promote responsiveness, transparency, accountability, connectedness, innovation, and ultimately, more sustainable outcomes of policy implementation, which strengthen the overall legitimacy of the governments.

Moreover, by maintaining open communication with the private sector and people, governments can spur innovation and leverage external expertise to create new products and services at little or no extra cost; benefiting the public at large. These modes of operation and relationships make governance systems more stable and sustainable in the longer run.

Although technology promotes progress, the process of empowering people through the use of technology is not spontaneous. Many countries may require investments in both infrastructure and human capital to benefit from it. Technology can help countries to leap-frog their development, but can also create a “digital gap”, thus, marginalizing less developed societies and the poorest and most vulnerable people from global progress. Ensuring physical access to technology is only one of the necessary conditions. Equally important are the skills of potential users and their ability to access, analyze and interpret information. In this sense, ICTs should be seen as a means to people empowerment, not an end.

In addition, advancement of ICTs brings along with it certain risks associated with security and cyber terrorism, or protection of private data and information. Governments have to walk a fine line in balancing security concerns, transparency, privacy rights and protection of individual liberties. To take full advantage of technology and opportunities of engaging people in governance processes, the public administration institutions should have clarity to the extent they want and can get people involved. A well-functioning public administration, staffed by highly qualified personnel remains a crucial factor in creating a meaningful process of engagement with people.

**Highly trained and versatile human resources** in public administration are in greater demand than ever. Dealing with a complex and multi-dimensional agenda will require sufficient human capacity to coordinate and support implementation of 2030 development agenda. The role of public administration in this context is essential<sup>19</sup>. Governance for sustainability requires a well-functioning public administration with effective organizations and highly qualified, committed staff. Effective organizations have the capacity to deliver results while making change happen. They are able to successfully tackle issues such as performance, risk management, uncertainty, partnerships, assets, human capital, etc. Building the capacity to deliver results requires a supportive human resource strategy that is aimed at creating a workforce which is:

- motivated by results (and what that means in practical terms for people)
- capable of coping with change and uncertainty and able to take proportionate risks

18 UNDESA, E-government Survey 2014, E-government for the Future We Want, 2014.

19 The central role of public administration for good governance is widely discussed and acknowledged. However, there is less consensus in academic circles on the relationship between the quality public administration and growth. For example, Evans and Rauch, using econometric analysis, have found a direct relationship between the quality of public administration, measured through meritocratic recruitment and career appeal, and economic growth (Evans, Peter and James E. Rauch. 1999. “Bureaucracy and Growth: A Cross-National Analysis of the Effects of “Weberian” State Structures on Economic Growth.” American Sociological Review 64(5):748-65.) By contrast, Kurtz and Shrank have found that quality of public administration is dependent on existing levels of GDP and that Evans and Rauch were wrong about the directionality of their causal relationship (Kurtz, Marcus J., and Andrew Schrank. 2007. “Growth and Governance: Models, Measures, and Mechanisms.” The Journal of Politics 69(02): 538-554.)

- able to work across boundaries and pursue cross-organizational collaborations
- driven to innovate, be creative and eager to promote innovative organizational culture.

Creating such a public sector workforce necessitates policies and systems for attracting, developing, motivating, rewarding and retaining the talent. For such a model to work, it is also important to establish incentives for staff to work together in more meaningful and creative ways to produce desired outcomes. Effective public sector leadership is another essential element of a well-functioning public administration. A leader's ability to evaluate and balance internal priorities (efficiency and effectiveness) and external priorities (threats and opportunities) is crucial in the process of reorientation of governance towards the path to suitability.

Governments around the world have been undertaking reforms to strengthen public sector capacity. Some noteworthy initiatives are performance assessment, performance-related pay, results-based management and strengthening and making recruitment more transparent.<sup>20</sup> Also, women are increasingly participating in the public sector work force, adding value and creativity to the public service. Effective leadership in public organizations has become a key priority for many governments these days.

The direct result of all these efforts in many countries has been a more effective, responsive and ethical public administration. More capable and motivated government staff created more opportunities for people engagement and have engaged in more collaborative work with the private sector and civil society. It is in these situations that one sees the "empowered" people able to harness technologies to engage more meaningfully with the government in pursuit of important social goals.

Having a capable public administration that creates opportunities for engagement for the empowered people is not enough. For this whole system to contribute to the process of societal reorientation towards sustainable development; it is essential that public administration be driven by the ultimate goals of sustainable development. This requires not only an alignment of public service incentives with new developmental framework, but also an increased awareness of government employees on the challenge of sustainable development and their role in the process.

For this potential to be realized, sufficient human capacity is necessary – effective leadership in the public sector, and a well-functioning public administration, staffed with talented, highly-skilled and motivated people.

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<sup>20</sup> OECD, Current and Future Public Governance Challenges, 2009.

## Chapter 2



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People-centered Governance – Why and How Should We Increase Public Participation and Engagement

Good governance and the rule of law are among the core enablers of sustainable development in the *2030 Agenda*, as recognized by the UN Member States. These, among others, are based on the principles of transparency, accountability, participation and responsiveness of public institutions, essential for promoting peaceful and inclusive societies.

People engagement and public participation in governance are increasingly observed as central, thus creating a demand for public institutions to reform and adjust to new realities. The failure to consult and hear concerns of the people, arguably, may lead to social and even political tensions or unrest. This was the case with people uprisings in the Middle East often referred to as “social media revolutions” to signify the power of people mobilization and protest through the use of modern media and technology advancement. In other countries, such as Armenia, Canada, Finland and the United States, many people mobilized and/or-voted petitions to bring to the attention of legislators and policy makers a number of issues of public importance in addition to those commonly generated through channels of representative democracy.

The benefits of people engagement, as well as a multitude of innovative approaches in ensuring public consultations are evident in the cases presented in this chapter.

### Empowered people with higher expectations

During the last three decades, a number of factors have influenced and signified a shift in public perception of people’s role in the governance process and in re-shaping people - public institution relationships. As mentioned in previous chapter, better education, increased incomes, multiple sources of information and modern communication technologies empowered people and made them more aware of their rights and role in the society. In turn, civic activism and people’s involvement in public life is combined with a greater recognition of people’s right to information by their governments. According to the UN Public Administration Country Studies (UNPACS), the constitutions of 118 of 193 UN Member States have references to the right and freedom to access public information. Furthermore, 93 of 193 Member States enacted specific legislation on freedom of information access (FOIA). These processes resulted in greater openness of governments and improved access to public information, often provided through e-government platforms, websites, open data portals and various print sources.

People demonstrate greater interest in both government decision-making processes and its performance, and demand for more information and transparency than ever before. As pointed out by the OECD<sup>21</sup>, people are judging their governments not only on their performance and ability to deliver good outcomes, but also on the degree to which government decision-making is democratic, transparent and inclusive. The emergence of social media, the ease of communication within and across borders enabled by the internet, and the relative ease of knowledge and technology transfer – all contributed to greater public participation and empowerment of people.

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21 OECD, *Citizens at the Centre: Public Engagement for Better Policy and Services*, 2008.

## Accountability enabled by information and technology advancement

Technological advancement and innovation allow people and interest groups to analyze, assess, and use data to make more informed judgments and hold public service providers accountable. For instance, an online platform created in the Republic of Korea enabled ordinary people to compare the range and fees of similar health-care services offered by various service providers throughout the country. They were also able to hold both health-care providers and insurance companies more accountable by comparing invoices with similar services covered by state-subsidized plans.

## People-driven solutions in public services

Governments are making more efforts to understand preferences and opinions of people and respond to existing concerns in more innovative ways. As mentioned in previous chapter, the outcomes of public interventions and people satisfaction began to matter more; and often solutions were based on mixing traditional approaches with new ones. To illustrate this, public health-care providers of Timor-Leste were able to improve maternal health outcomes by capitalizing on community engagement and involvement of local institutions. After consultations at the local level, health-care providers decided to combine traditional customs and knowledge on child delivery with modern health-care standards and protocols, thus enacting a people-centric public policy. This ensured better and more sustainable health outcomes for both mothers and children. This is an example where people become more aware of their role in shaping public policy and were eager to engage; and where their voice and opinions count more than ever.

## People-centered service delivery

People also become increasingly demanding about the quality of services they receive from government. In the age of ICT technologies, social media, travel opportunities and the ever more information available at the click of a button; people's ability to compare living standards, public services and government performance within or outside their country of residence are growing. People compare duration and ease of service with similar experiences elsewhere. They compare private, non-profit and public sector service providers, and often perceive public institutions as one among many other providers. By aspiring to better public services and living standards, they are holding governments accountable, and press to deliver more. People expect that the resources collected through tax will bring real improvements in their lives.

## It takes more than just government to shape a policy

The complexities of the challenges faced today require cooperation among everyone – public, private and non-profit sector players, not only within countries, but globally. Climate change, energy, economic growth and decent employment, reducing inequality and achieving gender parity – all of these goals require cooperation and involvement of all players. Despite the fact that the role of governments in achieving sustainable development remains irreplaceable and significant, public institutions no longer can or should address these complex challenges alone.

As the case of Canadian Geomatics Community Round Table (RT) provided in this chapter illustrates, investing in the process of forging common vision and action plans pays off. Through a series of nation-wide consultations, expert meetings and conferences, the RT developed draft pan-Canadian strategy on geomatics, which was acknowledged by all stakeholders as more comprehensive than many conventional public policy strategies. It took a step in the direction of aligning state and non-state actors behind shared goals on the management of geomatics data, which is now seen as a public resource. The RT established a new kind of formal relationship between state and non-state actors, one that allows them to collaborate not only on the management of this public asset, but in ways that will ensure that Canadian governments, business, universities and ordinary people share in the opportunities it creates.

## Conclusions

In a way, involving people in public discourse about important social and economic issues, in policy formulation processes, and in public service delivery, is hardly contested nowadays. As demonstrated through the cases in this publication, citizen engagement is not only a right that people increasingly exercise (empowered by access to and availability of information, ICT technologies and social media), it is also a necessity in the face of complex and common problems, and a path for innovation. It can enable societies of the 21st century to generate the best services to people and the most creative solutions through open interaction, co-creations and reliance on shared resources.



<b>Region:</b>	Asia	
<b>Sub-region:</b>	South-Eastern Asia	
<b>Country:</b>	Indonesia	
<b>Institution/ Ministry:</b>	District Health Office, Aceh Singkil	
<b>Theme:</b>	People engagement, Healthcare	
<b>Launched in:</b>	2011	
<b>Description:</b>	<p>The goal of this initiative was to reduce maternal mortality by 75 percent by 2015. According to the 2012 Indonesian Demographic and Health Survey, Indonesia's maternal mortality ratio is 359 per 100,000 live births, while its infant mortality rate is 32 per 1,000 live births. Given the high number of mothers dying during childbirth, UNFPA has categorized Indonesia as one of the ten most dangerous countries for pregnant women. Childbirth without professional health assistance is known to be one of the drivers of high maternal mortality.</p> <p>In Aceh Singkil women historically preferred giving birth with the assistance of traditional birth attendants (TBAs) at home rather than with a midwife, because TBAs were a familiar and 'known entity', who speak the local language and provide spiritual assistance during childbirth. Before 2011, about 30% of all births in Aceh Singkil were delivered at home. Five women died during pregnancy and childbirth, along with 35 babies. The 122 active TBAs in Aceh Singkil primarily worked in isolated areas, far from the health facilities, thus unable to address many difficult situations adequately.</p> <p>In 2011, the District Health Office in Aceh Singkil, together with UNICEF, introduced the Midwife-TBA partnership program, which dramatically reduced the number of homebirths. During the first year of this program only 17 homebirths with TBAs had been recorded. This number fell to 8 in 2012 and to 2 in 2013. No homebirths were recorded in Singkil sub-district in 2014. Within three years significant success was recorded in an area where pregnant women heavily relied on the assistance of TBAs during childbirth. Currently, maternal and neonatal deaths are by and large avoided, because women increasingly give birth at healthcare facilities with the assistance from both professionally trained midwife overseeing medical aspects and TBA providing spiritual support.</p>	
<b>Main beneficiaries:</b>	Pregnant women, children and community at large	
<b>Impact/ Results:</b>	Reduced rates of maternal and neonatal deaths, thanks to cooperation between medically trained professional midwives and traditional birth attendants.	
<b>More information:</b>	<a href="http://www.unicef.org/infobycountry/indonesia_43515.html">http://www.unicef.org/infobycountry/indonesia_43515.html</a>	

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**Region:** Asia

**Sub-region:** South Eastern Asia

**Country:** Timor-Leste

**Institution/  
Ministry:** Ministry of State Administration (MAE)

**Theme:** People engagement

**Launched in:** 2012



**Description:** PNDS is a large-scale national village development program which provides an opportunity for each of the country's 442 suku (villages) to plan and implement small infrastructure projects at local level through block grants of \$50,000 - \$75,000 annually. It aims at accelerating local-level development and enhancement of service delivery to remote areas by adopting an approach of community-driven development. In particular, PNDS aims at improving social, economic and local conditions of governance for women and men living in villages through basic infrastructural development projects managed by the community.

The projects are identified and selected by communities themselves, and include improvements to village infrastructure in their local area, with projects ranging from water tanks and rural roads, to community halls and public toilets. In partnership with the Ministry of State Administration Of Timor-Leste and local NGO partners Belun and Luta Hamutuk, the Asia Foundation has been monitoring the ongoing process and methods of participation of PNDS projects implementation. Through a series of meetings at suku and aldeia (hamlet) level, the communities are being introduced to the PNDS program and engage in the processes of project implementation. Elections are held to appoint community members to the PNDS Community Management Team, ensuring that both women and men from the community are included. Together, communities identify, rank and vote on proposed infrastructure projects. The project receiving the highest votes is selected for implementation by the community.

**Main beneficiaries:** Inhabitants of 442 villages in Timor-Leste

**Impact/  
Results:** PNDS has solved some of the community's basic needs and improved public service facilities. For instance, previously many communities did not have access to clean water, public toilets, local markets, and health centers. This program gave opportunities to woman and men and all social groups present in the community to directly participate in the process of development of the country and benefit from it. It promoted solutions improving access to public services for vulnerable groups, and strengthened coordination between local and central governments. This program provided capacity development opportunities in planning, management and performance evaluation of community lead projects. It also created employment and income generation opportunities inside communities, and strengthened the role of various social groups through mutually beneficial cooperation.

**More information:** <https://vagaservisutimorleste.wordpress.com/category/cardno-pnds/>

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**Region:** Asia

**Sub-region:** Eastern Asia

**Country:** Republic of Korea

**Institution/  
Ministry:** Health Insurance Review & Assessment  
Institution (HIRA)

**Theme:** People engagement, Healthcare

**Launched in:** 2002



**Description:** In South Korea, as in much of the world, healthcare costs are significant and increasing every year. In 2000, under a series of reforms, the government unified a fragmented health insurance system of hundreds of insurers into one single public insurer thereby giving near universal health coverage to the entire Korean population. In the early 2000s, there was growing public concern regarding the rising costs of out-of-pocket expenditures – moreover, public anger began to mount following a series of reports of fraud and abuse where patients were inappropriately or excessively charged for healthcare services. The ‘Medical Fee Checking (MFC) Service’ is a system that allows patients to check whether their medical fee was accurately calculated and charged, so that any overcharge would be reimbursed to the patient. It is a system dedicated to protecting patients’ rights, and was implemented on the request of civic groups in the first place. The accessibility to the service is by mobile application and web-based service. Furthermore, workshops and training sessions are provided to patients and providers to further improve the medical system and reduce the overcharging of medical procedures. People can submit medical fee verification requests by contacting call centers, online submission, or through smartphone. As of 2009, HIRA ensures full and timely reimbursement to patients. Citizen groups raise public awareness through regional conferences, public hearings and the media.


**Main beneficiaries:** All Korean universal health care members

**Impact/  
Results:** Transparency and accountability in healthcare system significantly improved. In addition, many citizen groups worked with the National Assembly to create legal foundation for the MFC system. The National Assembly passed a law granting authority to HIRA and the NHIS to review medical fees on behalf of patients in 2002. In May 2004 the Administrative law was adopted requiring healthcare facilities to provide information for MFC. In March 2009 HIRA became the sole government agency in charge of Medical Fee Checking System thereby reducing duplication.

**Video:** <http://youtu.be/gYpB8VOEc8Y>

**More information:**

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<b>Region:</b>	Asia	
<b>Sub-region:</b>	Eastern Asia	
<b>Country:</b>	Republic of Korea	
<b>Institution/ Ministry:</b>	Environmental Policy Division, Seoul Metropolitan Government	
<b>Theme:</b>	People engagement, Environment	
<b>Launched in:</b>	2012	
<b>Description:</b>	<p>Climate change resulting from fossil fuel use, and other energy related challenges such as energy poverty and security, are key societal challenges. Reliance on nuclear energy brings its own set of problems and risks. Many countries and cities are now turning to more sustainable strategies for providing energy services, including energy efficiency and renewable energy.</p> <p>Seoul's effort to develop sustainable energy services is represented by the One Less Nuclear Power Plant (OLNPP) initiative launched in 2012. OLNPP aimed at promoting energy efficiency and substitution equivalent to 2 million tonne of oil (TOE) by new and renewable energy production and energy saving projects. Through multi-levelled citizen participation, Seoul developed a number of new PV and biogas projects, replaced inefficient lighting with low energy-consumption lighting systems, and set up a Building Retrofit Program. The city has introduced also the Seoul FIT policy under which the public land in city is offered at reasonable rent for creation of new and renewable energy facilities. The capital city reinforced its Green Building Design Criteria, applying the criteria in construction permit application reviews from 2013.</p> <p>These initiatives, labelled as The Eco-Mileage Program, provide incentives for people to make voluntary efforts to reduce power consumption. The Energy Guardian Angels and the Green Leaders also serve as energy conservation activists at schools and in neighborhoods. People are invited to share their experiences in saving energy through various channels. In an effort to encourage the use of public transportation, the city newly created transfer parking lots near subway and bus stations. Seoul also incorporated fuel efficiency into its performance evaluation criteria for intra-city bus carriers, a move to encourage them to adopt more fuel-efficient transport systems. The intra-city bus drivers are now trained on eco-friendly driving as well as on the use of fuel-efficiency devices.</p>	
<b>Main beneficiaries:</b>	Population of the Republic of Korea	
<b>Impact/ Results:</b>	<p>The goal to reduce 2 million TOE (13 % of total energy consumption) was already achieved in 2014, 6 months ahead of schedule. Energy use in households decreased by 3.6% in 2013. Development of renewable energy projects are in the works. The public is better informed and aware of the danger of nuclear power plants.</p>	
<b>More information:</b>	<a href="http://policytransfer.metropolis.org/case-studies/one-less-nuclear-power-plant">http://policytransfer.metropolis.org/case-studies/one-less-nuclear-power-plant</a>	

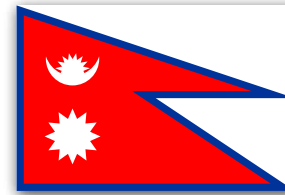
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**Region:** Asia

**Sub-region:** South Asia

**Country:** Nepal

**Institution/  
Ministry:** OAGN, Supreme Audit Institution (SAI)



**Theme:** People engagement

**Launched in:** 2013

**Description:** The OAGN, Supreme Audit Institution (SAI) of Nepal, has launched an initiative of engaging various stakeholders in the process of audits in order to improve their efficiency and transparency and ultimately strengthen the institution. The innovation is in involving a large range of stakeholders from many different environments: people or tax payers, parliamentarians, civil society organisation (CSOs), and media. The idea is to involve people and organizations that contribute to treasury or are involved in state's activities. The main objectives are to reduce the gap between the auditors and people, so that they could raise awareness on the importance of conducting public audits. Moreover, this process enables people to assess different approaches for the audit and give insights to the recommendations to the government agencies, thus allowing the process to be more centered on citizen's needs. The OAGN has built partnership with various stakeholders by defining relevant entry points for the public to participate in. The stakeholders play an important role in building awareness as they can use their own platforms to display information about OAGN activities. People directly participate in the monitoring of audit processes and can provide feedback or use their own knowledge about public service delivery to make the assessments. They can also advocate for specific recommendations to be taken into account by the government.

**Main beneficiaries:** Population of the Republic of Nepal

**Impact/  
Results:** Increased transparency and accountability of SAI and public audits

**More information:** <http://www.oagnep.gov.np/index.php>

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Region:	Asia
Sub-region:	South Asia
Country:	India
Institution/ Ministry:	Programme of Communitisation of Public Institutions and Services in Nagaland
Theme:	People engagement, Accountability
Launched in:	2008



**Description:** Prior to the implementation of the Communitisation Scheme initiative in Nagaland, public institutions, particularly those that should offer the most in terms of human development and better quality of life – namely, Health, Education and Power supply (electricity) - were considered to lack capacity and effectiveness. The massive welfare infrastructure and network of public service delivery institutions were considered to be ineffective, which created a need to revitalize the service delivery network and bring about systemic improvements.

To address the issues, the ownership and control of health, education and electricity supply sectors were decentralized to the community level. For this purpose, village and town ward committees were formed for each sector. It was ensured that the Committees were broad-based with judicious stakeholder representation. Ownership of assets and resources was transferred to the communities under the guidance and superintendence of the committees. The Government trained the communities and its local employees. Villagers debated among themselves and then decided on what was good for them collectively. The complete status of fund utilization was displayed on public notice boards by the respective Committees, so that people were aware of the quantity of money used for each activity.

The leveraging of social capital and reduced corruption were very evident from the Initiative. Villagers started debating among themselves and then decided on what was good for them collectively, which resulted in empowerment and a sense of greater satisfaction.

**Main beneficiaries:** The population of Nagaland of 1,988,636 people.

**Impact/Results:** The changes led to desirable qualitative outcomes of greater transparency, accountability, responsiveness, improved service levels and quality. They enhanced people' role, resulting in active involvement and participation of all stakeholders, facilitation of democratic processes and improved functioning of public institutions. As a result of the Communitisation Scheme, covering the areas of health, education and utilities, the attendance of teachers and students improved by about 90%; enrolment of students increased by 50%-500% (in different areas); dropout rates fall to near 0%, and the performance in examinations reached nearly 100% pass rate. Availability of textbooks improved and public schools began to successfully compete with many private schools. Similar achievements are results were registered in Healthcare Centres. In regard to electric power supply, the Village Electricity Management Boards (VEMB) undertook repairs and replacement of faulty electricity meters and took care of the small-time requirements on infrastructure through the 20% rebate on bills. These resulted in greater initiative and drive to collect dues from consumers, resulting in fewer defaults, resulting in increased revenues for VEMBs by about 250%.

**More information:** [http://unpan3.un.org/unpsa/Public\\_NominationProfile.aspx?id=351](http://unpan3.un.org/unpsa/Public_NominationProfile.aspx?id=351)

Region:	Americas
Sub-region:	North America
Country:	Canada
Institution/ Ministry:	Canadian Geomatics Community Round Table
Theme:	People engagement, Collaborative and Open Government
Launched in:	2007-2010



**Description:** The Canadian Geomatics Community Round Table (RT) is a multi-stakeholder body whose members come from across the geomatics community, including governments, private-sector organizations, NGOs, universities and data/service consumers. Natural Resources Canada provides secretarial support to the Round Table. The primary focus of RT is on the development and delivery of a pan-Canadian geomatics strategy, which would reflect major technological changes underway in the field and the economic opportunities this is creating for geomatics data as a public asset.

To develop such strategy, in the fall of 2007, Canadian governments launched a country-wide consultation process to re-think the way the geomatics community operates in a digital world. The RT was formed and provided an innovative and timely example of how collaboration should be forged between various stakeholders for the public good. It eventually emerged as an independent body whose main purpose was to act as a multi-stakeholder advisory group to existing government bodies.

Nation-wide consultations held by the RT resulted in draft strategy presented to over a hundred representatives from across the community at a two-day workshop held in Ottawa in June 2014. This pan-Canadian strategy was vetted by the participants, and became more comprehensive than many conventional public policy strategies as it takes a big step in the direction of aligning state and non-state actors behind shared goals on the management of geomatics data, which is now seen as a public resource.

At the same time, the Round Table established a new kind of formal relationship between state and non-state actors, one that allows them to collaborate not only on the management of this public asset, but in ways that will ensure that Canadian governments, business, universities and ordinary people share in the opportunities it creates. The RT provided increasingly visible leadership within the geomatics community, which will draw on its considerable networks to advocate for the strategy.

<b>Main beneficiaries:</b>	Canadian people at large and Canadian Geomatics Community in particular
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<b>Impact/Results:</b>	The Canadian Geomatics Community Round Table is a remarkably innovative and potentially far-reaching step along the path of collaborative governance. It provides a timely example of how collaboration works and a model for the future. While collaboration starts with shared interests, the real collaboration is about joint decision-making AND shared implementation. This requires both organizational and cultural change. But because no one is big enough to achieve this alone, not even government, thanks to the RT, the players began to see how and why they needed each other.
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<b>More information:</b>	<a href="http://cgcrt.ca/this-is-post-number-one/">http://cgcrt.ca/this-is-post-number-one/</a>
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# Chapter 3



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Technology at work for public service:  
e-government, e-participation, and  
open government

The last few decades have witnessed rapid, technology-driven changes in communication, often referred to as *The Information Age* revolution with far reaching impact; unparalleled in its speed of advancement in human history. As mentioned by Keniston and Kumar (2003):<sup>22</sup> “It took at least one century before the printing press touched 50 million individuals; it took 38 years for radio to reach the same number and 13 years for television; but the World Wide Web in only four years, exceeded the 50 million mark. Never before has a communications revolution spread so rapidly”. The 21st century has been also named the age of *Knowledge societies*<sup>23</sup>, where information and communication technology gives us fingertip access to a diverse range of sources of knowledge to billions of people, which allows them to use ICTs to transform the ways of doing business, delivering services and, improving the human condition, in general. This trend has, and continues to transform the way many countries organise their governance and social and political life. The following sections highlight some key ways in which technological advancement has and continues to shape public services.

## Information and Communication Technology in 2030 Sustainable Development Agenda

The development agenda for the fifteen coming years ‘Transforming our world: The 2030 Agenda for Sustainable Development’, adopted unanimously by the UN Member States in September 2015, acknowledges that ‘the spread of information and communication technologies and global interconnect-edness has great potential to accelerate human progress’ and to develop knowledge societies<sup>24</sup>. It recognizes ICTs as a ‘*means of implementation*’ for all SDGs, and sets out ambitious ICT development targets in the goals agreed for education, gender and infrastructure. Similarly, the potential of ICTs as an ‘*enabler of development*’ contributing to the socio-economic prosperity of nations is recognized by the World Summit on the Information Society (WSIS), engaging world leaders from many governments and private and civil society sectors. The 2015 WSIS+10 High Level Meeting at the UN General Assembly reaffirmed in its outcome document that ICTs are essential tool for achieving the new SDGs<sup>25</sup>. ICT is also vital for “protecting the environment, for mitigating natural disaster risks, ensuring sustainable use of natural resources and sustainable food production and for women’s empowerment”<sup>26</sup>. The cases provided in this chapter, though limited in number, illustrate how governments around the world embrace technology to help bridge the digital divide, address the needs of their constituencies, and foster development in critical sustainable development areas such as health, education, and agriculture.

## High GNI not a prerequisite for benefiting from ICT and E-government

Access to ICT infrastructure and advanced level of education of population, and particularly high ICT literacy rates, do correlate positively with the economic development of a country and its readiness to embrace e-governance. Yet, high gross national income (GNI), as a proxy of measure for economic development, is not a precondition for developing e-government and adopting innovative ways of

22 Keniston, K and Kumar, D. (2003) “The Four Digital Divides”, MIT Sage publication [http://web.mit.edu/people/kken/PDF/Intro\\_Sage\\_1\\_.pdf](http://web.mit.edu/people/kken/PDF/Intro_Sage_1_.pdf)

23 UNESCO World Report (2005) *Toward knowledge societies*; Conde-sur-Noireau, France: Imprimerie Corlet

24 Add reference to the page of 2030 agenda

25 See <https://publicadministration.un.org/ws10/and> <http://workspace.unpan.org/sites/Internet/Documents/UNPAN95735.pdf>

26 WSIS+10 High Level Event Outcome Document, p 24, <http://www.itu.int/net/ws10/implementation/2014/forum/inc/doc/outcome/362828V2E.pdf>

public service delivery. According to 2014 E-Government survey, many lower income countries clearly improved online service delivery and e-governance during the last few years<sup>27</sup>. Moreover, in terms of e-participation index, the two leading countries in the world were the Netherlands and Uruguay<sup>28</sup> with GNI levels quite wide apart.

## Digital Inclusiveness and e-participation

ICT is not only a source of innovative ways of income generation and public service delivery, but also an enabler of building more inclusive societies that promote outreach to the most vulnerable. Technology becomes an enabler for providing online education to those who need re-training. It also helps to voice concerns of people on important issues for them through online platforms and e-participation. As cases from Argentina, Croatia, Peru, and the Republic of Korea illustrate in this chapter, e-government initiatives and applications can address the needs of the most vulnerable groups of population, help them generate income, improve employability skills, find jobs and advance their careers. Improved access to information, open data, and online platforms often enhance the capacity of vulnerable groups to engage in important areas of societal life. Government-enabled e-participation mechanisms help improve policy design, voice people's' priorities for budget allocations, and allow the public to evaluate development outcomes. For instance, DevTrac platform in Uganda, presented in this chapter, promotes sharing of information, visualisation of data, and monitoring of the outcomes of many national services in health, education and social welfare. In the long run, this reflects the interests of the entire society in more sustainable ways. It is important to constantly monitor and innovate to ensure that ICT enables to include the poorest and most vulnerable.

## Openness, co-creation, transparency and accountability

People and businesses, using ICT platforms, can engage in co-production of digital public services, which innovates adds value and makes them more user-friendly and effective. This provides a golden opportunity for making governance more open, collaborative, participatory, transparent, and accountable. By availing public information through open platforms, and by establishing online procedures for public service delivery, governments become more networked, enhance cooperation within government agencies and external stakeholders, thereby paving the way for co-production and co-creation.

## Big data for Improved Public Services

Increased accumulation of big data allows governments to perform everyday tasks faster and more efficiently. Public institutions are increasingly pressured to adjust their internal organizational structures and information management systems to enable inter-operability; permitting various agencies to interact, share information and set up new services (Archmann, Iglesias, 2010). The institutions design or adopt new software applications and channels for public service delivery to make transactions with people and businesses easier. These changes happen both in the back office - where new record management systems capture and analyze massive amount of data, and in the front office - where citizen-service portals create personalized interfaces to government e-filing systems allowing them to

<sup>27</sup> See E-Government Survey (2014), pp19-20; [http://unpan3.un.org/egovkb/Portals/egovkb/Documents/un/2014-Survey/E-Gov\\_Complete\\_Survey-2014.pdf](http://unpan3.un.org/egovkb/Portals/egovkb/Documents/un/2014-Survey/E-Gov_Complete_Survey-2014.pdf)

<sup>28</sup> E-Government Survey, (2014), p.7

use and refine accuracy and quality of data. In the back office, big data helps agencies to manage their operations better and become progressively integrated. In the front end, through shared data and resources, the feedback from the public helps to simplify and improve online services. Ultimately, big data has the potential to make government agencies faster, smarter, and more efficient, provided investments in ICTs continues.

## Bridging the Digital Divide

While technology-enabled opportunities to improve public services are countless, the success and large scale adaptation of e-government innovations depend on complex social, economic and environmental factors. The digital divide is a critical challenge governments need to overcome in pursuit of sustainable development. As mentioned in chapter one, the 2015 report of the Broadband Commission for Digital Development notes that of 3.2 billion people connected in 2015, internet is accessible to only 35% of people in developing countries<sup>29</sup>. Moreover, 90% of people in the Least Developed Countries (LDCs) do not have access to any kind of internet connectivity. On the other hand, global cellular subscriptions, according to ITU, can surpass 7 billion by the end of 2015, which is equivalent to a global penetration rate of 97 mobile cellular subscriptions per 100 capita<sup>30</sup>.

Not surprisingly, innovations and provision of public services in developing countries are often tied to mobile technologies and devices. As illustrated through cases in this chapter, mobile technology allowed farmers in Kenya to benefit from direct access to retailer markets, and access knowledge on wide range of topics in agriculture through an online platform. In Nigeria, health care outcomes improved thanks to RapidSMS system allowing quick response to malaria outbreaks, and real-time tracking of children immunization process. In Uganda, the government designed an SMS-based information system allowed generating real-time data on teacher and student absenteeism. This provided an opportunity for early intervention and adjustment in educational processes, as necessary. While bridging the digital divide remains a challenge, these cases demonstrate that it is possible and necessary to take advantage of available and accessible technologies to improve public services even when internet services are poor.

## Conclusions

The advancement of information and communication technologies continues to shape public services, their accessibility and quality. As discussed above, ICTs add value and efficiency to public service delivery, but they also enable public participation and cooperation between the state, private and civil society actors paving the way for co-creation and co-production of services.

The ICTs, accompanied as needed by other policies and innovations, also enable societies to become more inclusive and considerate of the needs of the most vulnerable groups. This help to tailor services to addressing such needs through providing, for example, retraining of unemployed, online education, or career advancement services for women. All these processes make governance more open, collaborative, participatory, transparent, and accountable.

29 The “State of Broadband 2015: Broadband as a Foundation for Sustainable Development” report. Read more: <http://sd.iisd.org/news/broadband-report-discusses-icts-in-2030-agenda>

30 Ibid, page 8 and 12

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**Region:** Africa

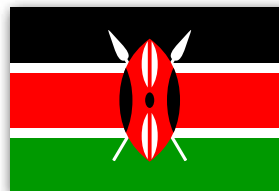
**Sub-region:** East Africa

**Country:** Kenya

**Institution/  
Ministry:** Kenyan Agricultural Company (KAC)

**Theme:** E-agriculture

**Launched in:** 2010



**Description:** The initiative launched by the African Agricultural Company (KAC) in 2010 focuses on improving farming practices, rural infrastructure, and access to resources for food production, as well as aims at increasing productivity of agriculture, raising smallholder incomes, and promoting rural prosperity by 2030. The KAC provides important products, services, information, and technical support to their farmer clients to improve farming practices through ICT applications.

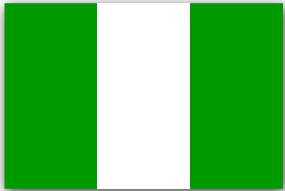
More specifically, KAC launched a website and SMS system called Angaza Mkulima, with a purpose of reinforcing the relationships between Farmchem and its clients. The system provides its users with information pertaining to farming technologies, agricultural markets, business models and farming tips. Farmers and agro dealers in the distribution system can register to this system for free. Registration can be done easily on the website or via SMS by providing the name and phone number. After successful registration, they can access all the information on farming and products. In addition, the system enables farmers to provide feedback on the agricultural products and to find the nearest retailer store.

**Main beneficiaries:** Local farmers


**Impact/  
Results:** By 2012 more than 500,000 farmers and other individuals were registered on the Angaza Mkulima system. The users have access to a wide range of information that allows farmers increased harvests which results in higher profits. Farmers have more flexibility to select the closed agro-dealer and can decide where to spend their money. Based on the feedback provided by the farmers, the organization is able to better respond to their farmers needs and provide them with customized guidance.

**More information:** <http://www.aatf-africa.org/userfiles/ScienceAfria10.pdf>  
<http://www.e-agriculture.org/content/angaza-mkulima-online-mobile-platform-being-used-farmchem-kenya-ict-and-ag-profile-usaid/>


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<b>Region:</b>	Africa	
<b>Sub-region:</b>	West Africa	
<b>Country:</b>	Nigeria	
<b>Institution/ Ministry:</b>	National Population Commission of Nigeria, in partnership with UNICEF	
<b>Theme:</b>	Rapid SMS for Tracking Malaria Prevention Program/E-Health	
<b>Launched in:</b>	2009	
<b>Description:</b>	<p>Combating malaria in the African continent as a key objective has made great strides in reducing the spread of the disease due to the combination of actions and measures, one of which is the increased use of ICTs. ICTs offer opportunities to respond adequately to this health challenge faced by the African continent. The goal of the Rapid SMS initiative is to ensure universal coverage of quality healthcare, including the prevention and treatment of communicable diseases and routine immunization by 2030.</p> <p>RapidSMS is a data tracking tool that collects and collates real-time information using Short Messaging System (SMS) or text messaging for practical analyses, which enables expedited informed decisions, consensus building and response. It uses the familiar mobile telephone SMS to send data on various projects from any and every possible location in Nigeria and is capable of simultaneously domiciling this data in a central location (a dedicated and secure website) where project stakeholders, program managers and critical decision makers can access such vital data for action, monitoring campaigns in real time, coordinating field activities, and analyzing data.</p> <p>RapidSMS was piloted in Kano and Anambra states in 2009 during distribution campaign of the 70 million Long Lasting Insecticidal-treated Nets (LLINs) by the National Malaria Control Program. It aimed to capture data of commodities from the state stores to the Local Government Area (LGA) and distribution points using logisticians in 21 selected LGAs and 4 pilot LGAs for mobilization and distribution of nets. And in Borno State, RapidSMS was introduced in June 2009, during Immunization Plus Days (IPD) campaign of polio eradication of the National Primary Healthcare Development Agency. It was also used to respond to vaccine shortages, and track the number of children not immunized.</p>	
<b>Main beneficiaries:</b>	People with needs of Malaria control and prevention	
<b>Impact/ Results:</b>	<p>Over the course of fourteen days, RapidSMS captured data for the distribution of 141,773 coupons, or 283,546 LLINs in total. During this time, 232 stock transfers were tracked, spread out over 226 unique locations. NMCP calculated that RapidSMS directly monitored distributions that met 69 percent of the projected demand in Kano State, or 652,919 beneficiaries. This targeted real time data allowed NMCP to later follow up on vulnerable pockets, delayed shipments and other irregularities.</p>	
<b>More information:</b>	<p><a href="http://www.rapidsmsnigeria.org">www.rapidsmsnigeria.org</a>  <a href="http://rapidsmsnigeria.org/br">http://rapidsmsnigeria.org/br</a>  <a href="http://unicefstories.org/2012/10/17/nigeria-using-rapidsms-for-birth-registration/">http://unicefstories.org/2012/10/17/nigeria-using-rapidsms-for-birth-registration/</a>  <a href="http://healthmarketinnovations.org/program/rapidsms-nigeria">http://healthmarketinnovations.org/program/rapidsms-nigeria</a>  <a href="http://unicefinnovation.org/projects/rapidsms-nigeria-0">http://unicefinnovation.org/projects/rapidsms-nigeria-0</a>  <a href="http://en.wikipedia.org/wiki/RapidSMS">http://en.wikipedia.org/wiki/RapidSMS</a></p>	

<b>Region:</b>	Africa	
<b>Sub-region:</b>	East Africa	
<b>Country:</b>	Uganda	
<b>Institution/ Ministry:</b>	Twaweza, SNV (Stichting Nederlandse Vrijwilligers) or Foundation of Netherlands Volunteers	
<b>Theme:</b>	CU@School/E-Education, People Service Delivery	
<b>Launched in:</b>	2010	
<b>Description:</b>	<p>The CU@School is a pilot project implemented by the SNV Netherlands Development Organization in Uganda in collaboration with Twaweza and Makerere University Department for Computer and Information Technology. CU@School uses mobile phones to monitor teacher and pupil attendance and absenteeism in 100 primary schools on a weekly basis by using an SMS-based information system. The Initiative aims at ensuring effective learning for all children by promoting school management efficiency, quality and transparency through SMS-based information system.</p> <p>Each Friday the head teachers type in attendance figures of students and teachers, using a simple pre-loaded form on their mobile phone. At the moment the form is sent, the numbers are automatically entered in a digital database, replacing any paper forms and separate manual data entry. The data is visualized (graphs, tables, geographical maps) real-time on the computers of district officials for their action and reference. To engage school communities, information is also sent to the public domain in the form of a (limited) number of 4-page newspapers and local radio shows. These will not only inform people about the situation in their school, but also provide inspiring examples of actions others have taken themselves to improve their school, or how they engaged with their school management and local leaders. Targeted SMS messages will be sent out as soon the technology allows.</p>	
<b>Main beneficiaries:</b>	School officials and staffs, teachers, students, and parents	
<b>Impact/ Results:</b>	Due to the innovation, the number of absentees has been drastically reduced. The availability of information makes the dynamics around teacher absenteeism transparent and informs district and sub-district government officials on the current situation and measures to be undertaken to ensure full running of classes at the district and sub-district levels.	
<b>More information:</b>	<a href="http://www.twaweza.org">www.twaweza.org</a> <a href="http://www.snvworld.org">www.snvworld.org</a>	

<b>Region:</b>	<b>Africa</b>	
<b>Sub-region:</b>	East Africa	
<b>Country:</b>	Uganda	
<b>Institution/ Ministry:</b>	Uganda Bureau of Statistics, UNICEF, GEOIS Working Group, OCHA	
<b>Theme:</b>	DevTrac/E-Participation, Information Access, Information Sharing	
<b>Launched in:</b>	August 2011	
<b>Description:</b>	<p>Participation, e-participation and people engagement are seen as vital enablers of sustainable development promoting the government to reach and engage with its people and work collectively for more inclusive political processes.</p> <p>DevTrac is a Ugandan initiative led by a consortium of government and donor agencies to visualize and monitor the status of national services (schools, health centers, water points, etc.) and development projects. Traditional data collection methods often struggle to capture timely, reliable data and display and disseminate it in meaningful ways. Data is seldom shared between organizations, and rarely made public. Community workers on the frontlines and beneficiaries rarely receive feedback or even have access to this critical information. Innovative uses of new and existing technologies can successfully address these issues and revolutionize the way we do business. Key to this is a simple and publicly available tool to bring together, synthesize and visualize a diverse array of information and data. DevTrac is being designed for this purpose, bridging the challenges of data collection and dissemination. The government and NGOs will be able to better share information and prioritize interventions; district and national level officials will be able to immediately follow up on issues such as stock outs, and communities can use the tool for advocacy and accountability.</p>	
<b>Main beneficiaries:</b>	Agency and government officials and staffs, social workers, and people	
<b>Impact/ Results:</b>	<p>By merging several layers of information and data, the functionality of DevTrac provided the following:</p> <ul style="list-style-type: none"> <li>• Key infrastructure points (health facilities, primary schools, water points, etc.)</li> <li>• Status of key infrastructure data points with real time data</li> <li>• Monitoring reports from communities, local governments, NGO and UN staff</li> <li>• Strengthening people-led service delivery monitoring</li> <li>• Supporting community awareness and demand for basic entitlements</li> <li>• Provide targeted, community derived information to service delivery providers</li> <li>• Creating an “accountability chain” through publicly available information</li> <li>• UNICEF Uganda staff have filed over 2,800 reports since DevTrac went live (2012 data), and efforts to bring additional development partners on to the system are underway. In the future, and on a global scale, DevTrac could function as a dashboard for worldwide programmes such as the Scaling Up Nutrition (SUN) movement.</li> </ul>	
<b>More information:</b>	<a href="http://www.devtrac.ug/node/47">http://www.devtrac.ug/node/47</a> <a href="http://www.studiohb.nl/specialprojects/DevTrac">http://www.studiohb.nl/specialprojects/DevTrac</a> <a href="http://www.slideshare.net/tsaexpo/ureportdevtrac">http://www.slideshare.net/tsaexpo/ureportdevtrac</a> <a href="http://www.mountbatten.net/it/clients/unicefuganda.html">http://www.mountbatten.net/it/clients/unicefuganda.html</a> <a href="http://www.africaontherise.com/innovationsinuganda/">http://www.africaontherise.com/innovationsinuganda/</a> <a href="http://domainsigma.com/whois/devtrac.net">http://domainsigma.com/whois/devtrac.net</a> <a href="http://www.devtrac.ug/">http://www.devtrac.ug/</a>	



<b>Region:</b>	Africa	
<b>Sub-region:</b>	North Africa	
<b>Country:</b>	Morocco	
<b>Institution/ Ministry:</b>	Collective Retirement Allowance System (RCAR)	
<b>Theme:</b>	E-government/Public Service Delivery	
<b>Launched in:</b>	2007	
<b>Description:</b>	<p>The Zero-Paper initiative aimed at promoting e-government development through improved access to telecommunication infrastructure. It provided for increased level of public service automation, which in return increases the efficiency, accountability, transparency of public service delivery.</p> <p>Before implementation of the Zero-Paper initiative, RCAR faced difficulty in manually managing large volume of files due to increasing number of clients. In addition to long delays and high costs associated with manual management, processing of paper records presented a safety issue, since archived documents could be lost and operations and transactions were non-traceable. In order to maintain its leadership position in the area of welfare, while improving its financial performance and optimizing its management resources RCAR developed and launched the Zero-Paper initiative aiming at eliminating paper-based work and digitization of all documents in RCAR. All incoming mail was first sorted and then scanned using Optical Recognition Software. The documents were then stored in the database and given a tracking number for easy reference. As such, a single point of entry for all business documents (registration application, claim, demands, pension claims, etc.) was established with increased processing speed, transparency, and efficiency.</p>	
<b>Main beneficiaries:</b>	Agency and government officials and staff, social workers, and general public	
<b>Impact/ Results:</b>	<p>Upon completion of this project, according to project indicators, 90% of services became digital, customer satisfaction with services provided by RCAR have rose to 82%, and 90% of claims presented to RCAR were processed within 5 working days. The full automation of the RCAR's services allowed generation of accurate evaluation reports to monitor and enhance organizational performance focusing on a customer-centered service delivery, increased transparency and security.</p>	
<b>More information:</b>	<p><a href="http://www.mmmsp.gov.ma/">http://www.mmmsp.gov.ma/</a>  <a href="http://www.issa.int/Observatory/Good-Practices/Implementation-of-0-paper-at-the-RCAR/(language)/fre-FR">http://www.issa.int/Observatory/Good-Practices/Implementation-of-0-paper-at-the-RCAR/(language)/fre-FR</a>  <a href="http://www.mmmsp.gov.ma/fr/agenda.aspx?m=5&amp;r=152&amp;id=38">http://www.mmmsp.gov.ma/fr/agenda.aspx?m=5&amp;r=152&amp;id=38</a></p>	

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**Region:** Asia

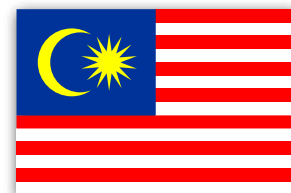
**Sub-region:** Southern Asia

**Country:** Malaysia

**Institution/  
Ministry:** Implementation Coordination Unit, Prime Minister's  
Department

**Theme:** E-Inclusion

**Launched in:** 2008



**Description:** The goal of this initiative is to end extreme poverty and improve living standards. The eKasih system is an integrated database system implemented by the government of Malaysia which particularly aims to improve the living standard of people who belong to the low income groups identified by the Poverty Line Income (PLI). eKasih system allows government agencies to plan, implement and monitor poverty programs more effectively through targeted interventions, using verified information from the database and.


By referring to the District Office or the Federal Development Office, verified individuals and households will be registered to the eKasih system, where their profiles are created and stored. Information in the databank can be accessed by government bodies and participants in the poverty eradication programs such that the administrative process is more transparent. At the same time, while there are improvements in transparency and cooperation between government agencies, the probability of the appearance of duplicated aid or programs is reduced, and the delivery of benefits to the deprived is ensured. Using the eKasih system, through module monitoring and tracking, public service providers can better coordinate and implement more effective strategies to fight poverty. Moreover, the use of complete data in the databank can also influence governments in formulating poverty eradication policies.

**Main beneficiaries:** Low income groups

**Impact/  
Results:** The eKasih databank provides a detailed and systematic platform for better social inclusion planning as well as improvements in aid distribution. Before the database system became available, the poor people could hardly find a way to get assistance, while the public service providers were hardly able to recognize those people in need. With the launch of this system, aid distribution and poverty reduction actions became more effective. As of 2011, more than 350,000 heads of households and more than 1.2 million members of households were registered and verified in the eKasih system, and it is expected to grow.

**More information:** <http://www.icu.gov.my/pg/1icu.php?pg=sokong&type=faq&list=fekasih>

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<b>Region:</b>	Asia	
<b>Sub-region:</b>	West Asia	
<b>Country:</b>	Bahrain	
<b>Institution/ Ministry:</b>	Survey and Land Registration Bureau	
<b>Theme:</b>	ICT in Public Service Delivery/File Tracking & Tracing Management System Using Radio Frequency Identification	
<b>Launched in:</b>	2010	
<b>Description:</b>	<p>The Survey and Land Registration Bureau (SLRB) handles large volumes of paper files on a daily basis which contain original property papers, maps, deeds and personal and private information that are highly confidential. Hence, the SLRB needed to identify, implement and enable a complete and secure system into its operational framework to protect, secure, track, and retrieve the Muqadama (Introduction) files movement any time during its processing. The registration of such files was done manually, which raised the probability of human errors and misplacement. Delays and bureaucratic issues were common. There was a clear need to provide people who are registering their properties with reliable guarantees and protections. SLRB implemented the File Tracking &amp; Tracing Management System (FTMS), based on a Radio Frequency Identification Device (RFID), which enabled government employees and customers to track the movement, status, and location of their files and transactions. SLRB installed an additional security feature which emits loud beeping sounds if a file is removed without authorization from the building premises. The alarm also automatically sends an e-mail notification of violated records as well as an SMS to senior authorities for alerts and necessary corrective actions.</p> <p>The goal of this initiative is to promote e-government development through improved online service delivery. This process ensured time efficiency, accuracy, productivity, confidentiality, safety and complete data security for its users.</p>	
<b>Main beneficiaries:</b>	Government and agency officials and staff, people	
<b>Impact/ Results:</b>	<p>The initiative ensured higher productivity and better performance, reduced costs and time. It is estimated to have increased security and trust in government work. Moreover, the File Tracking &amp; Tracing Management System reduced the time spent on searching by 30% and is further expected to be reduced by about 40%. Plus, it reduced the processing cycle time for generating deeds by about 25%.</p>	
<b>More information:</b>	<a href="http://www.slr.gov.bh">www.slr.gov.bh</a> <a href="http://www.slr.gov.bh/m/En/Sub.aspx?pageID=626">http://www.slr.gov.bh/m/En/Sub.aspx?pageID=626</a>	

**Region:** Americas

**Sub-region:** Caribbean

**Country:** Antigua & Barbuda

**Institution/  
Ministry:** Ministry of Information, Broadcasting,  
Telecommunications, Science & Technology

**Theme:** Integrated e-government applications for the efficiency, quality and transparency of public services/E-GRIP/OECS Electronic Government for Regional Integration

**Launched in:** 2009




**Description:** This initiative is piloted by the Ministry of Information under the umbrella of the E-GRIP Committee. By combining both vertical and horizontal integrations, this project strengthens policies and processes through the deployment of web-based integrated portals. For instance, to facilitate access and the use of information, these tools touch core areas of public financial management. They engage customs and procurement, an E-Tax filing system (electronic registration; filing of declarations and returns; electronic payments of taxes, etc.), and access to online project management. By prioritizing these domains, the country has set itself into a systematic pursuit of collaboration between government agencies, non-government organizations, communities and individual citizens.


This initiative promotes e-government solutions for better efficiency, quality and transparency of public services. With the aim of modernizing the public sector, it is responding to people's demands for greater responsiveness and availability of public services to them. This framework is a direct link to organizational performance and effectiveness concerned with placing people at the center of policy-makers' considerations. Thus, in this nexus, people are also agents of change in the co-creation of ownership and accountability.


**Main beneficiaries:** Population of Antigua and Barbuda

**Impact/  
Results:** From 2009 onward, the progressive roll-out of a 4G broadband network has been a major step in the country. By accelerating its deployment, the government has broadened the scope of electronic governance structures; thus re-aligning the organizational systems of 150 agencies to streamline the provision of government services and information delivery. It is worth noting that in July 2013, the operationalization of an Open Data Readiness Unit (ODRU) was set in motion to calibrate the creation of government backbones, data centers and intranets to support people participation and greater inter and intra organizational collaboration. As a matter of fact, this multi-pronged approach serving the expansion of internet and mobile technologies also underlines a strong objective of regional integration through functional cooperation. For example, in 2003 the government spearheaded the transfer of the Jamaica Customs Automated Services (CASE) to the Antigua and Barbuda Customs and Excise division. This move anchored their online internet based-system speeding up custom processes to 2-3hrs, thus reducing inconsistencies and frauds, and saving more than US\$2 million in research and development.

**More information:** <http://www.antigua.gov.ag/>

<b>Region:</b>	<b>Americas</b>	
<b>Sub-region:</b>	South America	
<b>Country:</b>	Argentina	
<b>Institution/ Ministry:</b>	La Punta University, Government of San Luis	
<b>Theme:</b>	Zero Balance/E-education, Environment	
<b>Launched in:</b>	On-going 2008-2018	
<b>Description:</b>	<p>“Zero Balance” is a regional education program for reducing carbon dioxide (CO<sub>2</sub>) emissions and for promoting environmental awareness for young children.</p> <p>This initiative diverges from standard online education platforms by facilitating specific hands-on learning in math and science. In particular, it is designed for primary school students to help them learn about energy efficiency, forestation, and mitigation of global warming with the use of user-friendly planning support systems. School teachers cooperate with university teachers and environmental engineers to teach children. Children investigate and calculate the energy consumed in each household of their village with the help of a web-based energy calculator. After determining the village’s carbon footprint, children determine the number of trees necessary to balance out the annual emissions of carbon dioxide. The final step of their project is to plant trees that best adapt to the environment and climate conditions of San Luis. Once the tree planting process is completed, children within each community check and verify the condition of trees during the growing process.</p>	
<b>Main beneficiaries:</b>	Young children, environment	
<b>Impact/ Results:</b>	<p>Volunteer children, parents and teachers improve their knowledge and skills about multiple environmental issues. The program also contributes to the improvement of the use of information and communication technologies. It also helps children and their parents to use more efficient energy sources. Since the program works as an afterschool activity, it encourages children to expand their interests outside the traditional subject areas, as well as providing children with the opportunity to gain a few extra hours in contact with educators and educational materials in a safe and structured learning environment. Children can directly observe the impacts and significance of their work since the amount of planted trees actually leads to a zero balance two years after plantation. In 2009, the program reached 30 towns and involved about 14% of all primary students in the Province of San Luis. About 50,000 trees have been planted ever since. The program is being used as a model by primary schools in Germany and other European countries. In particular during 2012 it has been developed in Stirling High School in Scotland and Burlington Danes in England</p>	
<b>More information:</b>	<a href="http://www.balancecero.gov.ar/BalanceCeroAsp/index.asp">http://www.balancecero.gov.ar/BalanceCeroAsp/index.asp</a> <a href="http://www.ulp.edu.ar/comunicacion/libros_ulp/balance/index.html">http://www.ulp.edu.ar/comunicacion/libros_ulp/balance/index.html</a>	

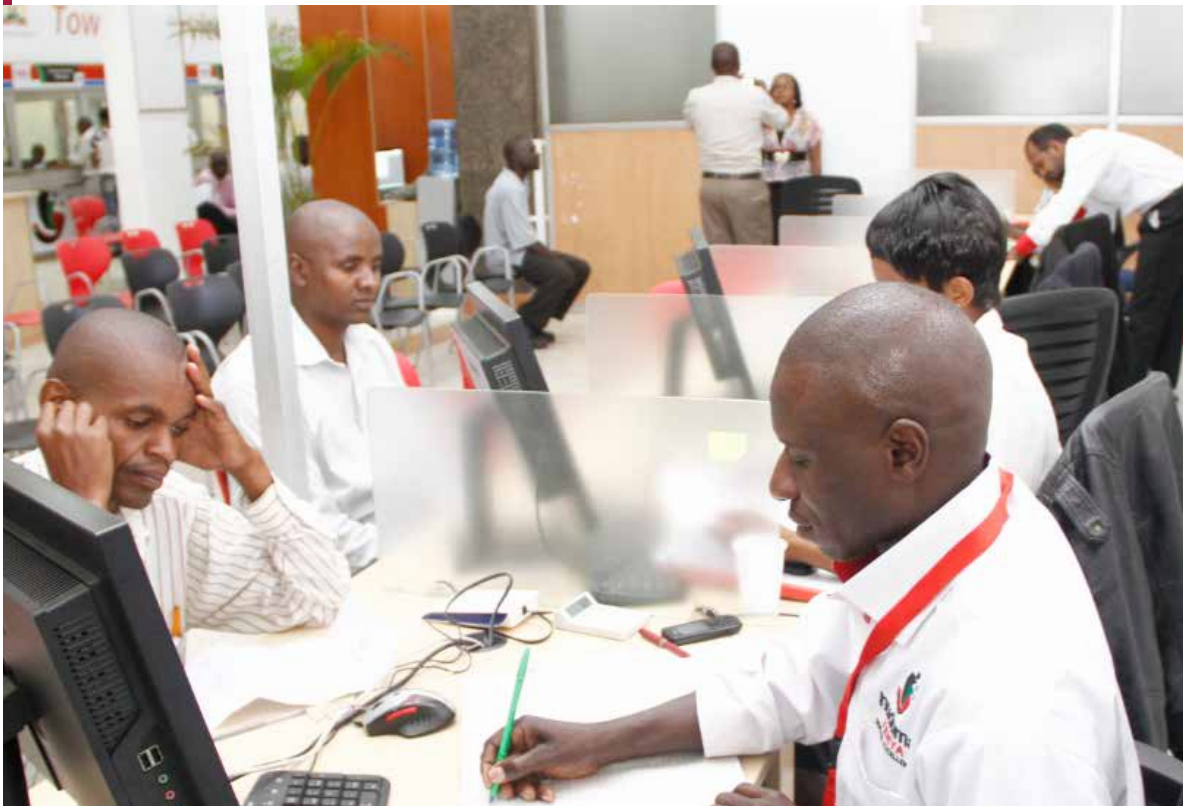
<b>Region:</b>	Europe	
<b>Sub-region:</b>	Southern Europe	
<b>Country:</b>	Croatia	
<b>Institution/ Ministry:</b>	Darda Municipality in cooperation with the Croatian Employment Agency	
<b>Theme:</b>	E-inclusion, e-learning, e-participation/RECIPE (Computer Education Against Marginalisation)	
<b>Launched in:</b>	2011	
<b>Description:</b>	<p>In partnership, the Municipality of Darda and the Osijek office of the Croatian Employment Agency formed the Computer Education Against Marginalisation (RECIPE) initiative, through which they decided to provide special training to obtain ECDL certification (European Computer Driving License). Under the RECIPE initiative, Croatian IT Society provided ECDL training and testing to candidates with Serbian, Hungarian and Romanian minority backgrounds. Equipping these demographic groups with basic ICT skills was identified as an opportunity to increase their employability. ECDL training was designed with three stages of varying difficulty levels. The entry level ECDL training was offered to all participants. Those who performed highest in the first stage were offered to proceed and obtain an ECDL Advanced certification. Finally, a number of successful ECDL advanced candidates were given the opportunity to become certified trainers, which greatly increased their employment prospects as they could immediately start to teach beginners.</p>	
<b>Main beneficiaries:</b>	Unemployed people	
<b>Impact/ Results:</b>	<p>The ICT training providers were impressed by the level of motivation amongst candidates. The ECDL was offered free of charge, but the candidates were more enthusiastic than those who paid privately for ECDL training and testing. In addition, the average pass score was around 80%, above the national average (75%). As well as advancing the digital skill-set of candidates, a significant infrastructural legacy remains in Darda: the Municipality of Darda has set up an information stand to promote the benefits of ECDL and to co-ordinate the formation of future groups of candidates.</p>	
<b>More information:</b>	<p><a href="https://portal.ecdl.org/media/DardaMunicipality_Croatia_SocialInclusion_Final1.pdf">https://portal.ecdl.org/media/DardaMunicipality_Croatia_SocialInclusion_Final1.pdf</a>  <a href="http://www.epractice.eu/en/cases/ecdlcroatiainclusion">http://www.epractice.eu/en/cases/ecdlcroatiainclusion</a>  <a href="http://www.ecdl.org/index.jsp?p=2280&amp;n=2282&amp;a=4329">http://www.ecdl.org/index.jsp?p=2280&amp;n=2282&amp;a=4329</a>  <a href="http://www.ecdl.hr/o_ecdl-u">http://www.ecdl.hr/o_ecdl-u</a></p>	

<b>Region:</b>	<b>Europe</b>	
<b>Sub-region:</b>	Northern, Central, and Southern Europe	
<b>Country:</b>	Belgium, Czech Republic, Denmark, Estonia, Germany, Greece, Hungary, Italy, Netherlands, Romania, Slovenia, Spain, United Kingdom, etc.	
<b>Institution/ Ministry:</b>	Public agencies, research institutions in cooperation with the European Commission	
<b>Theme:</b>	LAPSI (Legal Aspects of Public Sector Information)/information sharing, open government data, e-governance	
<b>Launched in:</b>	2010	
<b>Description:</b>	<p>The goal is to promote E-government and e-participation through opening government data. LAPSI 2.0's objective is to identify the remaining legal barriers and obstacles to access and re-use public sector information (PSI) on the European content market, and to propose measures and tools to stimulate the progress of the European market towards open data. LAPSI aims to remove legal barriers to access and re-use public sector information.</p> <p>LAPSI 2.0 is a Thematic Network funded by the European Commission under the Competitiveness and Innovation Framework Programme 2007-2013. In 2010, recognizing the importance of public sector information and its generation, dissemination and collection, as well as all stakeholder engagement in public policy, the European Commission initiated project LAPSI. LAPSI is a thematic network where various stakeholders, particularly research institutions and various EU jurisdictions, engage in policy discussions regarding policy actions and strategies on all legal issues related to the access and re-use of public sector information. The LAPSI network allows the collection of examples of existing good practices related to open licensing, enforcement of the PSI legislation, finding a balance between open data and data protection or intellectual property rights, etc. It further supports the creation of position papers and guidelines on how to adapt the legal framework or how to use the law to stimulate open data and the PSI market. Last but not least, via LAPSI, various meetings, workshops and conferences have been organized to disseminate the project results and to raise awareness on the legal obstacles of the PSI market and – most of all – how to overcome them.</p>	
<b>Main beneficiaries:</b>	Government and agency officials and staffs, people	
<b>Impact/ Results:</b>	<p>The LAPSI project contributed directly to the i2010 strategy of the European Union. It has built a network of organizations intended to become the main European point of reference for deployment and implementation as well as high-level policy discussion and strategic action on legal issues related to the public sector information. LAPSI succeeded to engage policy makers, public institutions, academics, activists, people etc. in a debate and a number of policy recommendations, position papers and conceptual frameworks have been produced. The LAPSI network addressed areas of public interest, which would develop slowly if left only to the current incentives structure of monopolistic operators.</p>	
<b>More information:</b>	<a href="http://lapsi-project.eu.halotest.cc.kuleuven.be/">http://lapsi-project.eu.halotest.cc.kuleuven.be/</a>	





# Chapter 4



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The human factor – changes in capacity needs and renewed demand for excellence

“What we need to develop is people, not things”<sup>31</sup>, mentioned former President of the United Republic of Tanzania, echoing the words of president Kagame of Rwanda about people being “the key ingredient of [a] country’s social and economic transformation”<sup>32</sup>. People shape development vision and create institutions to implement it. Human resources determine the quality, strength and performance of institutions and underpin good governance as a condition sine qua non of a supportive framework for the sustainable development goals (SDGs), of which SDG 16 specifically calls for building “effective, accountable and transparent institutions”. The goal also promotes responsive, inclusive, participatory and representative decision-making which require “human resources [in public institutions] equipped with skills and capacities to deliver sustainable development”<sup>33</sup>, as underscored by the UN Secretary-General Ban Ki-moon.

People are, therefore, strategic actors for change. They are at the core of innovation and changes in any field, including public administration, and they need to be adequately trained. Human resources, whether they are in public, private or civil society sectors can ensure accountability, transparency, participation, predictability and expertise in the management of public policies and economic development through their leadership, behaviour, actions, skills, knowledge, networks, and attitude.. Indeed, a shortage of qualified, ethical, diverse, motivated and well-supported civil servants can significantly obstruct effectiveness of administrative and institutional capacity and undermine the overall performance of public sector. A strong pool of civil servants can instead make the implementation of public policy successful, guaranteeing its effectiveness and longevity, including during the change in the political regime (Kamarck, 2012).

The implementation of public policies as well as the efficiency and effectiveness of service delivery depends on the human and institutional capacity of Public Administration as a facilitator of the development process and, the technical and managerial competencies of public servants are a strong component of the requirements for achieving sustainable development.

The analysis of innovative cases presented in this chapter illustrate that knowledge, skills, attitudes, motivation, and reliance on professional networks of public servants were fundamental in improving institutional and administrative capacity, in managing the change and in sustaining creativity and innovation in the public sector.

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31 Julius Nyerere, Former President of Tanzania see [www.infed.org/thinkers/et-nye.htm](http://www.infed.org/thinkers/et-nye.htm)

32 Quotation from a Speech Delivered by H.E. Paul KAGAME, President of the Republic of Rwanda, at Oklahoma Christian University, Oklahoma City , Oklahoma Wednesday 26 April 2006

33 The Road to Dignity by 2030: Ending Poverty, Transforming All Lives and Protecting the Planet, Synthesis Report of the Secretary General on the Post-2015 Agenda, New York, 2014 pg.35

## The Role of Leadership for More effective institutions

Public managers by “designing processes that effectively operationalize policy mandates and contextual goals”<sup>34</sup> have a leading role in shaping the organizational culture and guiding public servants towards achievement of commonly defined objectives. In order to play their roles effectively, public servants need to share objectives, follow rules and common practices, and find a strong motivation to perform their duties. In this sense, public managers have an important role to positively shape and improve the overall performance of organizations, by motivating staff to excel in performing their duties and guiding them towards achieving the defined objectives, as well as enhancing the wellbeing of the organization. The case of Mauritius presented in this chapter illustrates how specifically guided actions, empowerment of staff, and endorsement of a range of anti-corruption measures improved the institutional capacity of the Civil Service Division and Police Force of the country, and strengthened the anti-corruption framework.

Leaders should play a ‘catalyst role’ in transforming organizational goals into manageable actions and combining the needs and interests of their employees to achieve a collective well-being. They should be able to create organizational environments inspired by the values of integrity, ethics and professionalism, and need to drive change, innovation and continuous improvement so that leadership capabilities can translate strategies into actions, commitments and tangible results. “Innovation leaders” within government institutions have a responsibility to structure multiple processes and therefore must be able to prioritize issues and find viable and feasible solutions from organizational perspectives.

Effective and consistent implementation of sustainable development policies and people-centered public interventions therefore require cohesive and talented guidance. Public administration leaders’ capability to plan, manage and implement policies and strategies, thus, becomes vital for the outstanding public service performance. But it must never be forgotten that the “best talent with these competencies can only perform well within sound institutional frameworks, and an environment of good governance” (Kauzya, 2006). Only in this way, will it be possible to build tangible results for achieving the 2030 sustainable development vision.

## People and Public Sector Innovation

The importance for political and managerial leadership to lead by example and live by the principles preached is undeniable. But it is also important to encourage and support innovation with systematic effort and through the creation of an enabling environment. Promoting innovation in public administration means fostering efficient, effective, sustainable and people-centric services. It also means enabling cooperation, partnership and participation, which fuels economic growth and sustainable choices. In order to change and innovate, public administrations shall invest in their own human resources and create a pool of professional and skilled public servants capable of contributing proactively to the achievement of sustainable development goals. They need talented leaders and skillful civil servants who promote technological innovation, research, effectiveness and efficiency in public service.

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34 Michael Barzelay, Narratives, Arguments, and Institutional Processualism: Learning about Implementing Presidential Priorities from Brazil in Action, Paper delivered at Conference on Smart Practices Toward Innovation in Public Management IPSA Research Committee on the Structures and Organization of Government, University of British Columbia Vancouver, B.C., Canada, June 15-17, 2004

## Managing the Change

Innovations are largely possible when public sector leaders and managers successfully motivate staff to overcome 'resistance-to- change' and provide required know-how. Furthermore, they need to allocate sufficient time and employee incentives to orient staff towards responsiveness and new standards of people-centered service delivery. Ultimately, they need to generate a critical mass of skills and knowledge, as well as develop integration, coordination and reward mechanisms to empower and motivate staff. All these create a solid foundation for strengthening administrative and institutional capacity.

In Lebanon, for example, the Ministry of Interior and Municipalities (MOIM) was able to increase responsiveness to people needs by (i) introducing new legislation, (ii) carrying out administrative reforms to facilitate delivery of tasks, and (iii) including civil society in decision-making processes. It transformed the image of MOIM from being a distant government body to an interactive and responsive entity.

In the Netherlands, an Informal Pro-active Approach Model (IPAM) was created as an opportunity for government officials to gain insights to what people identified as public needs, as well as what they believed would be an appropriate solution in addressing complaints about inadequate services. People generated ideas for specific actions, which led to a genuine improvement of government services.

In Oman, the Injaz Hall provided quality municipal services to people in rural communities by empowering its municipality staff. In Singapore multi- stakeholder interactive consultations, including government agencies and their contractors, created transparent and incorruptible ways of monitoring contractors' performance and assessing capabilities through continuous feedback received from these agencies.

In these cases it can be noticed how resistance to change on the part of public servants and/or the public was overcome and how political and managerial leadership in public service was critical in encouraging and supporting the process of innovation to its ultimate conclusion. However, in all cases, it is evident that the knowledge, skills, attitude, motivation, and networks of the public services were fundamental in sustaining creativity and innovation and managing the change by improving institutional and administrative capacity, while optimizing performance and the quality of services.

## Investment in People and Technology

Well-functioning economic and social systems require continuous improvement of human capabilities and skills. Thus, investing in education, including science and information technology, expanding career opportunities for people, training, retaining and re-integration of the skilled workforce into job markets are essential components of growing the competitiveness of a country and its ability to deliver large-scale services. Often, innovation stems from experimenting with unconventional and custom-tailored approaches to provide education.

In South Africa, for example, the Gauteng Department of Education designed a special program for under-performing schools to improve educational achievements of poor-learners in a few key subject areas. This helped to improve the quality of education and educational achievement through a short-term, but high-impact intervention, which was then followed by a long-term strategy to sustain the improvement.

In Germany, the *Prospects for re-entering the workforce* program established low-threshold access to information, training, career advice and many other resources in order to support job seeking unemployed people to (re)-integrate into the job market. A network of stakeholders and partners was established to support individuals in this process. Similarly, a program called *Re-evaluate Peru* offered work and training opportunities to retrenched workers and those affected by the international economic crisis, particularly youth, women and people with disabilities. *Re-evaluate Peru* promoted the idea of knowledge generation and the development of human capital as essential elements of becoming competitive.

In India, for the roll-out of cash transfer programs, the government had to overcome the lack of ICT skills of its staff and relevant stakeholders, reorganize administrative processes, and encourage continuous learning of those directly and indirectly involved in the program. Extensive workshops and staff training were organized to ensure pensions did reach direct beneficiaries in the most efficient, transparent and accountable manner. Furthermore, regular meetings with all stakeholders were held to oversee the progress of this initiative and assess the results.

Training, coaching, and learning are the key activities that can build a significant capacity of human resources at all levels. They maintain and improve the human capital available in the administration. They must be an ongoing process of the life of an organization that on the one hand aims at strengthening the ability of the individual, and on the other hand contributes to the overall capacity of the administration, which in context changes over time.

## Conclusions

As emphasized by Mr. Jomo Kwame Sundaram, during the 8th Session of the Committee of Experts on Public Administration, “Of all the resources necessary for development, people matter most because they are its beneficiaries as well as its architects”<sup>35</sup>. Therefore, implementation of Sustainable Development Goals should emphasize strengthening the capacity of human resources for effective delivery of development commitments. Investing in the human factor by developing its capacities means creating conditions for promoting development paradigms, and ensuring the quality of services and universal access to services, especially vulnerable groups, including youth, disabled, the elderly, women, and indigenous people. Governments need to develop systems able to enhance the competencies of human resources. They need to invest in leadership that represents the vehicle for stimulating a greater degree of cooperation and trust both in the organization and in the society. In this direction, it is of great importance to sustain the institutional and administrative capacities through the strengthening of knowledge, skills, social and relational capital, networking and coordination mechanisms that would be able to guide the change and fill the gap of previous experiences. Finally, innovative practices in the delivery of public services are vital to achieving good governance that truly supports and enables its communities to build a government that focuses on sharing a common goal of sustainable development. In this context of changes, the human factor is of critical significance in the post-2015 era and must become a centrepiece for the governance of sustainable development.

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<sup>35</sup> Mr. Jomo Kwame Sundaram, Assistant Secretary-General for Economic Development to the 8th Session of the Committee of Experts on Public Administration, New York, 30 March 2009

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**Region:** Latin America and the Caribbean

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**Sub-region:** South America

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**Country:** Peru

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**Institution/  
Ministry:** Missing

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**Theme:** Programa revalora Peru

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**Launched in:** 2009

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**Description:** In 2008, the international crisis hit Peru and many experts believed that up to 400,000 people of Peru alone would lose their jobs. Despite the impact on the region, Peru showed a positive GDP in 2009. That same year, a virtual registration system for employees affected by the situation was implemented. Promoting the employability of workers in Peru was the key objective of the creation of the project, Reassess Peru Program. Reassess Peru offers work and training opportunities to retrenched workers and those affected by the international crisis. It prioritizes youth, women and people with disabilities. Its work is supported by the Ministry of Labour and Employment Promotion and has gained significant recognition from the labour market, employers and beneficiaries regarding the acquisition of skills during the training sessions. Reassess Peru promotes the idea that without knowledge generation and the development of human capital, it is impossible to be competitive.

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**Main beneficiaries:** People of Peru

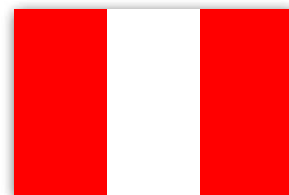
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**Impact/  
Results:** From 2009 to 2010, 54,000 people were trained through the program, hence providing them with crucial skills necessary for their reintegration into the labour market. Out of this total, 23% were reemployed and 72% started businesses. The initiative has provided people with livelihood opportunities and has improved the quality of life for many. One thing to keep in mind is that in Peru, high-level capacity-building is very expensive when offered by universities and private institutions, and therefore Revalora Peru is a unique opportunity for the Peruvian state to reclassify human resources in a transparent manner.

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**More information:** <https://publicadministration.un.org/en/Research/Case-Studies/unpsacases/ctl/NominationProfile/mid/1170/id/972>  
UNPSA winner 2011

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**Region:** Asia

**Sub-region:** Eastern Asia

**Country:** Republic of Korea

**Institution/  
Ministry:** Gyeonggi Women's Development Center (GWDC)



**Theme:** Expanding women's career capabilities and economic empowerment

**Launched in:** 2011

**Description:** The economic participation of women who interrupted their career for some reason, has risen as a social issue, but public services for these women mainly focus on employment rather than career development. Even when employed, many of these women face problems due to the mismatch they face between their skills and their jobs, causing them to quit. Women also lack of awareness of both current employment market conditions and their own competitiveness in the job market. The Gyeonggi Women's Development Center (GWDC) is dedicated to expanding women's career capabilities and economic empowerment. Rather than solely providing education and training, GWDC has opted to include career development consulting and job placement among the services it offers. The purpose of this is to avoid mismatch between job openings and job seekers, and to help women understand their skill level to prepare for re-entry into labour market. Besides providing services to women in rural areas and islands with limited opportunities to access quality education, it also offers the first ever program in the country aimed at cultivating women information specialists, and initiating the first program for women entrepreneurs.

**Main beneficiaries:** Women who re-enter job market

**Impact/  
Results:** In order to enhance the success of GWDC, an employability index was created to reflect the actual problems and needs of women re-entering job market. The program boosts female confidence and accompanies them through every step of the job application process. This has served as a comprehensive approach to increasing the employability of women in the country. GWDC is making efforts to widen its target group, by including university students and implementing a social app service in partnership with the biggest domestic portal site, which vitalizes communication among Internet users. The online career coaching service provides equal career development opportunities for all women without regard to regional or spatio-temporal disparity.

**More information:** <https://publicadministration.un.org/en/Research/Case-Studies/unpsacases/ctl/NominationProfile/mid/1170/id/1057>  
UNPSA Winner 2011

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<b>Region:</b>	<b>Africa</b>	
<b>Sub-region:</b>	Southern Africa	
<b>Country:</b>	South Africa	
<b>Institution/ Ministry:</b>	Secondary School Improvement Programme (SSIP)	
<b>Theme:</b>	Education	
<b>Launched in:</b>	2011	
<b>Description:</b>	<p>Improving the quality of education remains a challenge in South Africa, particularly in poverty-afflicted communities which suffer from inadequate resources, large enrolment numbers, insufficient and inadequately supported teachers, and poor achievement levels. In addition, poverty deprives many students of adequate nutrition and living conditions, which impacts their educational progress. The situation has led to an annual waste of potential and talent, and many thousands of young people in economically disadvantaged communities are affected by unemployment and poverty. The Gauteng Department of Education, in order to close the vast gap in the quality of education and the levels of educational achievement, required a high-impact short term intervention and a longer-term strategy to sustain the improvement. A special intervention project named Secondary School Improvement Programme (SSIP) was designed to address the problem of poor learner achievement in key subjects in under-performing schools. SSIP is the first large-scale, centrally managed, supplementary tuition programme ever implemented by a provincial education department in South Africa. The programme led to the development of a provincial communication network that allows for quick and effective distribution of information through direct digital messaging and through local media.</p>	
<b>Main beneficiaries:</b>	Children in South Africa	
<b>Impact/ Results:</b>	<p>The SSIP initiative has evolved from being seen as a short-term intervention to becoming adopted as an element of conventional support for schools in disadvantaged communities. It is widely supported by all stakeholders and is seen as one of the most impactful interventions in redressing the legacy of Apartheid. It has been one of the most successful projects in uniting a wide range of community stakeholders. The implementation of the programme has successfully improved the quality of education in priority schools, both in terms of the overall pass rate of Grade 12 learners and in terms of the quality of passing grades. In 2009, only 1 priority school achieved a Grade 12 pass rate of over 90%, but in 2012, there were 40 priority schools that had achieved pass rates of above 90%. The programme has allowed thousands of learners from poverty-afflicted communities to achieve levels of success that qualify them to enter higher education and training.</p>	
<b>More information:</b>	<a href="https://publicadministration.un.org/unpsa/Public_NominationProfilev2014.aspx?id=2288">https://publicadministration.un.org/unpsa/Public_NominationProfilev2014.aspx?id=2288</a> UNPSA Winner 2014	



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**Region:** Europe

**Sub-region:** Eastern Europe

**Country:** Moldova

**Institution/  
Ministry:** State Chancellery - Increased transparency in the  
decision-making process



**Theme:** Decision making process

**Launched in:** 2011

**Description:** Previously, each public institution maintained its own database of policies and a person wishing to access a policy had to check the websites of all the authorities. There was infrequent dialogue between government, civil society and the private sector to convince the main decision-makers that opening the government to people would deliver tangible benefits for both people and civil servants, the State Chancellery engaged ministers and coached civil servants in engaging people to reform the central public administration. In order to streamline the process of public consultations and reduce the number of websites, the State Chancellery introduced the “Participation Module” which is the technical solution for organizing public consultations online. The initiative enhanced transparency and participation through an online portal of public policies which gave people a chance to make inputs. A National Council for Participation was also created, to promote strategic partnership between public authorities, civil society and the private sector and institutionalize dialogue to enhance participatory democracy in Moldova.

**Main beneficiaries:** People of the Republic of Moldova

**Impact/  
Results:** The initiative improved use of modern technology reduced cost and improved the efficiency of civil servants, and the coaching provided them with a clear direction. The initiative shifted focus from consultation to people engagement in decision-making processes. Civil servants are now interested in receiving feedback and offering feedback to commentaries and proposals. The main idea of the “Participation Module” has been to create a culture of public participation for civil servants and People. The traffic on the integrated website has increased significantly, and the partnership that was built between the government and National Council for Participation has proven that constructive dialogue can exist among politicians, civil servants and People.

**More information:** [https://publicadministration.un.org/unpsa/Public\\_NominationProfile.aspx?id=2044](https://publicadministration.un.org/unpsa/Public_NominationProfile.aspx?id=2044)  
UNPSA Winner 2013

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**Region:** Europe

**Sub-region:** Western Europe

**Country:** Germany

**Institution/  
Ministry:** Aktionsprogramm Perspektive Wiedereinstieg (PWE)



**Theme:** Assisting women to re-integrate into the labour market after career breaks

**Launched in:** Missing

**Description:** Women in Germany often take longer career breaks to care for their children or elderly family members. Their re-entry into the labour market is often difficult after a long break and little tailored assistance is provided by government job centres. It is essential that fair chances be given for them to resume their careers. Also, in view of demographic changes and the shortage of skilled workers, the economy cannot afford to neglect the resources available in the form of women returning to the workforce. The initiative designs special measures to address the requirements of such women seeking to take up employment again. The action programme 'Prospects for re-entering the workforce' is a complex programme that has developed and matured over time and has established low-threshold access to information, advice, training and other measures for integration into the labour market. Therefore a network of stakeholders and partners has been built up to support the individual process of re-entering the workforce. Various components and initiatives have been bundled under the umbrella of the action programme. This includes the internet portal [www.perspektive-wiederein-stieg.de](http://www.perspektive-wiederein-stieg.de) that offers a wide range of information, ideas and guidance related to the process of re-entering the workforce as well as a "reintegration calculator", consisting of an innovative online tool enabling individuals to calculate the economic benefits of re-entering the workforce.

**Main beneficiaries:** Career-interrupted women

**Impact/  
Results:** A common understanding was achieved through intense communication with programme partners. To meet the specific needs of participants, the institutions involved, together with their network partners, had to develop demand-oriented training schemes. Overall, local authorities and institutional bodies are encouraged to cooperate with local employment agencies and conduct apt projects. Thus far, the project provided a total of 17,300 women with information and advice. 69% of participants who completed the programme were reintegrated into the workforce, 12% became self-employed and 23% began further training. Participants in the program were significantly more motivated to find work than non-participants (51% compared to 23%).

**More information:** [https://publicadministration.un.org/unpsa/Public\\_NominationProfile.aspx?id=1832](https://publicadministration.un.org/unpsa/Public_NominationProfile.aspx?id=1832)  
<http://workspace.unpan.org/sites/internet/documents/UNPAN90429.pdf>  
 UNPSA winner 2013

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**Region:** Africa

**Sub-region:** Eastern Africa

**Country:** Mauritius

**Institution/  
Ministry:** Preventing and Combating Corruption in the Public  
Service/Independent Commission against Corruption (ICAC)

**Theme:** Institutionalizing anti-corruption measures in the public service of Mauritius

**Launched in:** 2009

**Description:** In Mauritius, corruption opportunities were not systematically identified and measures to support organizations in increasing their orientation to the principles of integrity, transparency and accountability were lacking. The Independent Commission against Corruption was established to fight corruption in Mauritius. The initiative aims to institutionalize anti-corruption measures across the public service and take a preventive instead of a reactive approach to corruption. The Civil Service Division and the Mauritius Police Force both undertook the challenges to improve their institutions by taking anti-corruption measures that involved adopting anti-corruption policies, establishing a good framework and embedding integrity in organizational cultures. The ICAC led an in-house Capacity Building Programme for public officers of public bodies to promote a better understanding of the PSACF and empower the public officers with the necessary corruption prevention skills to help in the implementation of the framework in their respective organisations.

**Main beneficiaries:** People of Mauritius

**Impact/  
Results:** The initiative was driven by an Anti-Corruption Committee (ACC) set up at the level of the public body. The ACC sets the priorities, provides advice when ethical issues arise and is responsible, amongst others, for formulation of an anti-corruption policy (ACP), development of a corruption prevention plan, development and implementation of an integrated corruption risk management plan, overseeing and coordinating implementation of corruption prevention strategies, implementation of the recommendations proposed by the ICAC in Corruption Prevention Reviews (CPRs), building and sustaining an ethical culture to promote integrity of staff within the organization, and reporting to the Director-General of the ICAC twice yearly. As a result, corruption levels went down, resulting in fewer public complaints. An additional 10 public bodies have adopted the measures, and other institutions are following by implementing anti-corruption measures with the assistance of the Independent Commission against Corruption.

**More information:** <https://publicadministration.un.org/en/Research/Case-Studies/unpsacases/ctl/NominationProfile/mid/1170/id/1217>  
UNPSA winner 2013

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**Region:** Asia

**Sub-region:** Western Asia

**Country:** Lebanon

**Institution/  
Ministry:** Lebanese Ministry of Interior and Municipalities



**Theme:** A new Management Approach to Parliamentary Elections in Lebanon

**Launched in:** 2007


**Description:** As a result of new laws and new management approaches, Lebanon's Ministry of Interior and Municipalities (MoIM) devised a comprehensive master plan for administering parliamentary elections. The master plan aimed at increasing integrity in the electoral process; ensuring that the conduct of elections is secure; transparent and accountable; expanding participation and increasing the credibility of the processes used; and making the voting process more convenient and responsive to the needs of voters. The main expected successes could be classified under four headings: effectively managing the changes that were required under the new election laws; implementing administrative reforms that facilitated the delivery of tasks; including civil society in decision-making; and transforming the image of the MoIM from a distant public agency to a more interactive and responsive one that continuously shares information.


**Main beneficiaries:** People of Lebanon

**Impact/  
Results:** Among the main lessons learned was the need to allocate more time to building the capacity of staff and to developing adequate employee incentive schemes. Addressing such matters would have resulted in less resistance to change and encouraged staff to get on board faster. Another important lesson was the need to identify ways of transferring the knowledge of external stakeholders to ministerial staff more quickly. Because of the tight time frame for implementing election reforms, staff was not always able to fully comprehend and integrate the new mechanisms that the external experts brought into the Ministry's usual processes. Last but not least, utilizing technology in administering elections has shed light on the Ministry's limitations in fully exploiting technology. This limitation stems mainly from the absence of a specific department responsible for promulgating the use of modern technology and integrating it into the daily work routines of staff. On most occasions, the incorporation of technology in the election preparation and implementation processes was initiated unsystematically by staffers.

**More information:** <https://publicadministration.un.org/en/Research/Case-Studies/unpsacases/ctl/NominationProfile/mid/1170/id/770>  
UNPSA Winner 2010

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<b>Region:</b>	Asia	
<b>Sub-region:</b>	Western Asia	
<b>Country:</b>	Bahrain	
<b>Institution/ Ministry:</b>	Integrated Workflow Management System (IWMS) eGovernment Authority/Ministry of Cabinet Affairs	
<b>Theme:</b>	Handling the interaction between the Parliament and the Government	
<b>Launched in:</b>	2012	
<b>Description:</b>	<p>The parliament of the Kingdom of Bahrain proposes reviews and completes assessments to enhance laws and government performance. Maintaining such a relationship requires both the government and the legislative authority to have extensive follow-up and cooperation procedures. The Integrated Workflow Management System (IWMS) was introduced to handle the interaction between the Parliament and the government using the Government-to-Government (G2G) principles. Also, issues such as implicit knowledge, a lack of consistency in following laws due to conflicts of interest arising from undefined roles and responsibilities between the legislative and governmental entities had to be dealt with. Through the correlation of processes and the automation of official document flow, transparency was pursued among key organizations, which play a critical role in decision-making. One of the Millennium Development Goals (MDGs) has been achieved by IWMS through supplying a system for transparency, an open, rules-based, predictable, non-discriminatory trading and financial system. IWMS was introduced to free coordinators and follow-up specialists from the manual work and enable them to focus on reporting, tracking and improving pre-defined internal processes.</p>	
<b>Main beneficiaries:</b>	People of Bahrain	
<b>Impact/ Results:</b>	<p>While initially users of the system tended to resist changing from the manual processes to the electronic environment for running the flow of correspondences, this challenge has been overcome by designing a user friendly interface and actively involving users in the design process along with a few Public Relation activities. Experienced entities have been consulted during the different phases of the project regarding the management and development of such a solution and the transition process itself.</p>	
<b>More information:</b>	<p><a href="https://publicadministration.un.org/en/Research/Case-Studies/unpsacases/ctl/NominationProfile/mid/1170/id/1472">https://publicadministration.un.org/en/Research/Case-Studies/unpsacases/ctl/NominationProfile/mid/1170/id/1472</a> UNPSA winner 2012</p>	

<b>Region:</b>	Europe	
<b>Sub-region:</b>	Western Europe	
<b>Country:</b>	Netherlands	
<b>Institution/ Ministry:</b>	Informal Pro-active Approach Model/Ministry of the Interior and Kingdom Relations	
<b>Theme:</b>	Fundamental and innovative change for complaint handling and conflict resolution procedures in public administration	
<b>Launched in:</b>	2011	
<b>Description:</b>	<p>The costs of complaint handling and conflict resolution procedures and the dissatisfaction with them increased significantly over the last couple of years. The service provided by government in connection with the formal handling of these procedures was rated as very poor by people, as the only possibility to address this was usually through a formalistic, legalistic and written complaint, objection or appeal procedure. The IPAM (Informal Pro-active Approach-Model) provides a fundamental and innovative change for complaint handling and conflict resolution procedures in public administration. It aims to initiate, stimulate and support a proactive, open and solution-driven approach for all government organizations. A series of conferences was held to inform, motivate and involve government organizations. The programme was supported by a website, a series of (free) publications to promote IPAM and training for civil servants. IPAM places people at the heart of public services, and gives people a voice both during the preliminary phase of decision-making by administrations, as well as during the handling of complaint and objection procedures, allowing them to share their opinions and concerns. IPAM also actively encourages people to submit their own creative suggestions and solutions on how to combine their needs with public interests.</p>	
<b>Main beneficiaries:</b>	People of the Netherlands	
<b>Impact/ Results:</b>	<p>IPAM creates the opportunity for government officials to gain insight into what public needs are, what services cause complaints, what possible solutions could be relevant and therefore what would provide a genuine improvement of government service. The direct communication between government organization's and people provides a constant incentive for quality improvement and creates a learning organization. More than 2,000 objections, handled through the IPAM approach, were monitored, analyzed, and compared with 'standard' procedures. Results show a reduction in the number of procedures, saving the authorities time and money (20%-30% cost reduction), an increase in citizen satisfaction by 40%, and an improvement in job satisfaction for government employees by 20%.</p>	
<b>More information:</b>	<p><a href="https://publicadministration.un.org/unpsa/Public_NominationProfile.aspx?id=1100">https://publicadministration.un.org/unpsa/Public_NominationProfile.aspx?id=1100</a> UNPSA Winner 2011</p>	

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**Region:** Asia

**Sub-region:** Western Asia

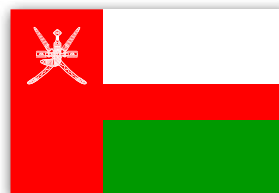
**Country:** Oman

**Institution/** INJAZ Hall

**Ministry:** Ministry of Regional Municipality and Water Resource

**Theme:** One-stop municipal services concept

**Launched in:** 2013




**Description:** Providing quality municipal services over a vast area in which 70% are rural community, posed a constant challenge to MRMWR. People and business owners had to make multiple physical trips to the respective municipality offices to request services. In addition, there was no standardized procedure to process the various municipality services, information received was sometimes outdated and erroneous, and the provision of electronic services was also limited. Moreover, due to the long process for approval, the revenue generated from such services was also limited. MRMWR developed and implemented the one-stop municipal services concept of the Injaz (“achievement” in Arabic) Hall to house all the municipal services under one roof in order to increase citizen satisfaction and increase revenues. Applications and approval processes were streamlined and standardized through all the municipalities.

**Main beneficiaries:** People of Oman

**Impact/Results:** The Injaz Hall initiative incorporates corporate sustainability, since internal training enables MRMWR to develop the skills, approaches and tools needed to better integrate key business objectives, and to help use change management to achieve the organization’s vision. The Injaz Hall is accessible to all, adapted to local needs, sustainable and has a positive impact on the environment by reducing the need for many cases of long-distances travelling and tons of paperwork. Other initiatives were introduced such as a helpdesk set up to monitor the operations of the Injaz Hall, and the acceptance of feedback from users and customers for improvement of the system. Since the implementation of the Injaz Hall, the average approval time for each application has been reduced from 30 working days to 5 working days. With careful streamlining and standardizing of processes plus centralizing of municipal services in all 44 municipalities, the revenue collected has increased significantly annually. It is estimated that through the usage and implementation of the Injaz Hall, the municipality staff has been empowered to provide quality services to customers. The system now enables the customers to communicate, interact and transact with the MRMWR effectively and efficiently.

**More information:** <https://publicadministration.un.org/en/Research/Case-Studies/unpsacases/ctl/NominationProfile/mid/1170/id/1634>  
UNPSA Winner 2013

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<b>Region:</b>	Asia	
<b>Sub-region:</b>	South Eastern Asia	
<b>Country:</b>	Singapore	
<b>Institution/ Ministry:</b>	Building and Construction Authority	
<b>Theme:</b>	One-stop registration	
<b>Launched in:</b>	1985	
<b>Description:</b>	<p>Procurement of public sector infrastructures and building projects is the key driver for construction demand in Singapore. With each agency having its own registration body and requirements, it was a costly exercise for the contractors who wanted to provide construction services for different government agencies. Public agencies involved in the procurement of public infrastructures and building projects had to devote manpower and resources to maintain their own register of contractors. The CRS was set-up officially in 1985 to amalgamate the registers of all public sector agencies to provide a one-stop registration service to all contractors who wish to tender for public sector construction projects. CRS ensures that the registered companies have achieved sufficient track record, financial resources and employs a minimum pool of technical expertise before they can tender for public sector projects. A dedicated CRS website was set-up by BCA in 2002 and to-date it has tracked more than 2.3 million users/visitors worldwide. CRS is a one-stop registration to pre-qualify contractors to provide construction services to the public sector thereby saving time, resources and money for both the government agencies and the contractors. As standardized criteria are used by CRS to register all contractors which are available online to the public, it is a transparent system to both the government agencies and the contractors. CRS provides recognition to contractors who have demonstrated high quality work and high degree of professional and technical expertise. It also facilitates more capable contractors to tender for higher value public projects through promotion to a higher tier.</p>	
<b>Main beneficiaries:</b>	Government agencies and the contractors	
<b>Impact/ Results:</b>	<p>Keeping the CRS requirement transparent by making it readily available online and through public publications is estimated to have helped in creating an open and fair competition environment for procurement purposes. The CRS was so successful that the private sector developers make reference to the CRS for implementation of their residential and commercial building projects. The establishment of interactive consultation with the stakeholders such as government agencies as well as the contractors makes the CRS very successful. There have been very transparent and incorruptible ways of measuring the contractor's capability and monitoring their performance through feedback from the agencies. The impacts of the CRS are estimated to be: a) Improve Transparency (b) Improve Accountability (c) Cost, Manpower and Time Savings and (d) Build Capabilities and Raise Professionalism. The BCA Singapore has also played an integral role in terms of knowledge transfer for the establishment of a National Register of Contractors &amp; Register of Projects in South-Africa.</p>	
<b>More information:</b>	<a href="https://publicadministration.un.org/en/Research/Case-Studies/unpsacases/ctl/NominationProfile/mid/1170/id/1496">https://publicadministration.un.org/en/Research/Case-Studies/unpsacases/ctl/NominationProfile/mid/1170/id/1496</a> UNPSA winner 2012	



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**Region:** Asia

**Sub-region:** Southern Asia

**Country:** India

**Institution/  
Ministry:** Savalamban District Administration, Dhanbad



**Theme:** Old Age Pensioner's Payment and Monitoring System

**Launched in:** 2013

**Description:** The National Social Assistance Program (NSAP) is the largest centrally sponsored social security scheme meant for the welfare of the needy and extremely poor beneficiaries who are of old age (above 60), widows, lepers, and physically disabled. The beneficiaries are also selected from BPL families and belonging to very low-income groups from non-BPL families. It has many programs running, reaching a large number of beneficiaries. However, due to distribution issues that led to pensioners having to wait for a long time, systemic change to introduce Direct Cash Transfer (DCT) for monthly pension was introduced to improve the situation of senior people. With this view, the project of "Old Age Pensioner's Payment and Monitoring System (SWAVALAMBAN)" was conceived and implemented. This is the first project in India pertaining to direct cash transfer to the account of the beneficiaries and thus to efforts to ensure greater efficiency, transparency and accountability.

**Main beneficiaries:** Pensioners

**Impact/  
Results:** Several rounds of meetings with stakeholders were held to oversee the progress of the initiative. Workshops and training programmes were organized for Social Security Staff, Block development officers, Panchayat Sewaks and all other stakeholders for direct cash transfers of monthly pensions. The lack of ICT skills among the government staff and officers was overcome through a training programme, and workshops were organized at the district level to train the staff and officers associated with the project. ICT facilities were given to all offices connected with the project. The complete project has been developed with help of manpower and resources available at the local level. Maintenance, updating, improvement and scalability are taken care of by the local resource persons. The simplicity in the system has lightened the burden from Panchayat Secretaries, BDO and other staff because disbursal camps and a lot of paperwork were eliminated. The project is fully scalable, and it has been done at the district level. It doesn't require additional manpower or resources to scale it up. Moreover, there is even more scope and a need to develop this kind of system in other districts and states.

**More information:** <https://publicadministration.un.org/en/Research/Case-Studies/unpsacases/ctl/NominationProfile/mid/1170/id/2153>  
UNPSA winner 2013

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# Chapter 5



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## Conclusions

The importance of involving people in public reflection about important social, economic and environmental issues, policy formulation, and public service delivery is hardly contested nowadays. As demonstrated through cases in this publication, people are increasingly becoming empowered to engage in such processes particularly due to access to and availability of information and the advancement of communication technologies, including social media. But it is also a necessity to face increasingly complex and common problems, and engaging people can be a path for boosting innovation. In knowledge-societies of the 21st century, the most creative solutions are going to be generated through open interaction and reliance on shared resources.

People and businesses, using ICT-enabled online platforms, can engage in co-production of digital public services, innovate and add value and make them more user-friendly and effective. By availing public information through open platforms and by promoting online public service delivery, governments increasingly become more networked and enhance cooperation both within government agencies and with external stakeholders paving the way for co-production and co-creation of public services. These processes make governance more open, collaborative, participatory, transparent, and accountable.

In addition, technology becomes an enabler of building more inclusive societies that reach out to the most vulnerable. As examples from around the world demonstrate, online education, retraining of the unemployed, or career advancement services for women positively contribute to the overall social cohesion and economic development.

While bridging the digital divide remains a challenge, it is possible and necessary to take advantage of available and accessible technologies to improve public services. Mobile technologies and communication platforms can help deliver public services even when internet services are poor. Governments shall take advantage of technology advancement, as well as opportunities provided by e-government and adopt innovative ways of sustainable development. Continuing attention needs to be given to the need of the poorest and most vulnerable and to the necessary policies and actions to ensure that they benefit from digital advances.

Investing in human resources and creating conditions for advancing development are crucial and governments need to develop systems enhancing competencies of their public servants. They need to invest in leadership that represents the vehicle for stimulating a greater degree of cooperation and trust both in the organization and in the society. Finally, promoting innovative practices in public service delivery is vital for achieving good governance supportive of its communities and aspirations of achieving a shared vision and goals for sustainable development.



In September 2015 the United Nations Member States adopted the 2030 Agenda for Sustainable Development, a vision for transforming the world by ending poverty, transforming societies and protecting the planet. At the heart of the 2030 Agenda are 17 Sustainable Development Goals (SDGs) and 169 targets covering areas of critical importance for humanity and the planet — people, planet, prosperity, peace, and partnership.

From reaching social and economic equality to combating climate change, the SDGs cannot be achieved without determined and sustained efforts from public institutions. More than ever, continuous innovation and integrated approaches are needed. The critical role of public institutions in realizing the SDGs is highlighted in the Goal 16 which is calls for building effective, accountable institutions at all levels.

This Compendium of Innovative Practices in Public Governance and Administration for Sustainable Development explores three shifts in government-society interactions that have had significant impact on public administration and public service. These are the (i) demand for more people-centered governance, (ii) greater use of ICT technologies in public sector, and (iii) demand for high-quality human resources in public sector to deal with increasingly more complex development imperatives.

The Compendium contains both substantive analysis and case studies on these three important themes. It can function as a useful reference and illustrate that promoting innovative practices in public service delivery is vital for achieving the sustainable development goals and leaving no one behind.



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