

Latin American and Caribbean Award for Innovations in Government

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I. SUMMARY

The Inter-American Development Bank and the Institute for Government Innovation at Harvard have agreed to explore possible channels of cooperation towards the promotion of innovations in government in Latin America. This project constitutes a first step in that process¹. Specifically, the project addresses two issues:

- 1) Lessons in **comparative perspective of several Innovations Awards** in Latin America, the US and Canada in the last two decades.
- 2) **Policy recommendations** towards the creation of a Regional Award program in Latin America and the Caribbean (LAC)

According to the goals above, this paper is divided in two parts. The first part is a comparative analysis of different initiatives in Latin America, the US and Canada that promote government innovations (“country awards”). The second part presents some policy options for the creation of an award in this field for the whole Latin American and Caribbean (LAC) region.

The paper is based on three basic sources of information: a) primary institutional information on the innovations in government awards’ programs b) academic papers on the programs and c) interviews with programs’ directors and managers².

II. PROGRAMS GOALS AND DESIGNS

1. Basic Mapping of the Programs

This project analyzes 8 Government Innovations’ Awards from 6 countries: Argentina, Brazil, Canada, Chile, Mexico and the US. A general notation for the programs will be used through all this paper. Each program will be identified with the international Net notation of its country plus a number 1 or 2. The number 1 means that the government runs the program, while the number 2 represents a program run by a non governmental organization (NGO).

¹ All this work has been permanently granted by the advice of Kennedy School Professors Bob Behn and David Simon. In addition, the permanent support of Winthrop Carty of the IGI and Ernesto Castagnino of the IDB was crucial at many times.

² Special thanks to Carlos Sosa, Gonzalo de la Maza, Enrique Cabrero Mendoza, Winthrop Carty, Nuria Ordax, Margarita Fernandez, Joseph Galimberti, Carmen Sicks and Rodolfo Castillo for the interviews.

	Government Programs	Non-Government Programs
Argentina	Premio Nacional a la Calidad (AR1)	
Brazil	Premio Helio Beltrao (BR1)	Premio Gestion Publica y Ciudadania (BRA2)
Canada	IPAC Award for Innovative Management (CA1)	
Chile	Sistema de Informacion de Experiencias de Gestion (CL1)	Premio Ciudadania y Gestion Local (CL2)
Mexico		Premio Gobierno y Gestion Local (MX2)
United States		Innovations In Government Award (US2)

In the cases of Brazil and Chile, two programs from each of these countries are included in the sample. In both cases, one of the programs is run by the government and the other by a NGO.

Two programs from the US and Canada were included in the analysis, even though these countries are not part of LAC. A number of reasons justify this decision: first, both programs are the oldest initiatives in this field. With 16 (US) and 13 (Canada) years of existence, they provide a vast experience and information to enhance the analysis of this type of initiatives. Secondly, both the US and Canada are federal countries, enriching –in addition to Argentina and Brazil– the analysis of best practices at this level. Finally, both programs have been a model for the creation of similar initiatives in LAC. They are therefore a valuable reference at the time of thinking about a regional award for this region.

The following table provides basic “demographic” information about the programs.

	Creation	Run by	Level/s of Government Awarded	Type of Award
AR1	1994	Government Agency ³	Federal, State, Local	Distinction
BR1	1996	Government Agency ⁴	Federal	Distinction
BR2	1996	NGOs ⁵ and Private Sector	State, Local	Distinction, Money
CA1	1990	QUANGO agency and Private Sector ⁶	Federal, State, Local	Distinction
CL1	20007	Government Agency and NGO ⁸	Federal, State, Local	Distinction
CL2	1999	NGOs ⁹	Innovations in Local settings ¹⁰ , regardless the agent.	Distinction, Money
MX2	2001	NGOs ¹¹	Local	Distinction, Money
US2	1986	NGO ¹²	Federal, State, Local	Distinction, Money

Some conclusions can be extracted from the tables above:

³ Subsecretaria de Gestion Publica

⁴ Escola Nacional de Asministracao Publica (ENAP).

⁵ Fundacao Getulio Vargas, Ford Foundation and Brazilian National Economic and Social Development Bank (BNDES)

⁶ Institute of Public Administration (IPAC), Pricewaterhouse Coopers and IBM Canada.

⁷ The Chilean Government created in 1999 the “Premio Nacional a la Innovacion en la Gestion Publica”. During the year 2000, this initiative was replaced by a new program: “Sistema Nacional de Experiencias de Gestion”. Both programs share the same primary goals.

⁸ Secretaria General de la Presidencia and Universidad de Chile.

⁹ Fundacion Nacional para la Superacion de la Pobreza, Centro de Analisis de Politicas Publicas –Universidad de Chile-, Ford Foundation.

¹⁰ This program rewards innovation developed in local settings, regardless the institutional level that produces the innovation. It also includes NGOs and private sector organizations in the competition.

¹¹ Centro de Investigacion y Docencia Economicas (CIDE), Ford Foundation.

¹² Kennedy School of Government, Harvard University.

- a. **In Latin America, innovations in government awards are a phenomenon of the second half of the 90's.** This tendency converges with, on the one hand, the diffusion during this time of theories and practices related to achieving greater government efficiency. (New Public Management in Anglo speaking countries and later in LAC).
- **On the other hand, the creation of innovation awards converges with a deep process of state reform during the 90' in Latin America (particularly Argentina, Brazil, and Chile).** Indeed, the governments' run programs from Argentina, Brazil and Chile explicitly declare those purposes in their formal presentation. Typically, these programs are defined as a support component of the process of state modernization
- b. **In the case of the non-governmental programs, they emerged in LAC primarily as sponsoring initiatives of decentralization processes in the region. In that regard, they are not only younger compared to those run by the governments, but also focused on a different agenda.** Rather than promoting management innovations as part of the reinventing government movement, these programs typically support a policy agenda associated with decentralization processes. Some of the most common policy agendas that these programs support are: participatory processes in policy design and implementation, partnerships between government and civil society, civil society control's mechanisms of the government, accountability systems of government agencies, citizenship's promotion programs (Next point deals deeper with this analysis).
- c. Indeed, the programs sponsored by the governments include the federal level of government in the awards more than the non-governmental programs do. All the programs run by NGOs include the local level of government in the awards.
- d. **None of the government run programs give money as part of the award, while all the NGO programs do it.** Many reasons have been surveyed in the interviews. The most common explanation given by the program directors of NGOs programs has been the role of the money as a powerful incentive to participate in the program. Some of them have even said that, without the money in place, it would be difficult for their programs to sustain a healthy and constant level of participation every year. This point is analyzed in more detail later in the paper.

The next part of the paper presents the conceptual framework that supports the programs and a comparative assessment of these programs across four dimensions.

2. Conceptual framework of the programs.

All the programs use the concept of *government innovation* to describe an outstanding initiative that deserves being rewarded and promoted. The concept of *Innovation*, besides semantic differences across the programs, can be condensed in the following definition:

Creative solution or approach to a problem that has been implemented along a specific extension in time (it is more than a good idea) with explicit and measurable results in the benefit of the public that is the target of the policy.

The concept of *Government Innovations Awards* is a general, *catch all* definition for different initiatives that share three main goals: **to celebrate, to publicize and to promote** creative, outstanding, best performing initiatives in government. These goals are related with two primary desired outcomes for the programs: **to foster public sector image and to replicate best practices.**

The basic reasoning behind the creation of Innovations' Awards is the following: by showing successful cases of public management, the awards will contribute to knock down the classic, stereotyped image of the public sector as a bureaucratic, self referred type of organization. In addition, because the best practices are recognized, the awards will create an incentive for potential new innovators to develop new best practices. In this regard, the programs have a complementary goal, namely to encourage out of the box thinking and practices in the public sector. Ultimately, the continuum development of **best practices will benefit both, the social status of public servants and the quality of the services that the citizens receive.**

All the programs' directors interviewed shared the two goals named above as the main motivation for the initiatives they head. Besides the programs' design differences, all of them agree on the same basic reasoning. By encouraging and celebrating best practices, government officials and politicians will improve the quality of the government and therefore citizens in general will benefit from this improvement.

Two dimensions concentrate the most important differences among the programs.

- a. **Management vs. Policy orientation:** some of the programs are focused on promoting good management practices, regardless of the type of policy being supported. Examples of these initiatives are performance management initiatives or results-oriented budgeting. On the other hand, other programs define a good practice in terms of the endorsement of a specific policy agenda in an innovative way. In this case, examples can be the conformation of associations of poor villagers to create micro enterprises, where the policy is the promotion of micro enterprises. In the first case, the principles of the New Public Management generally provide the measure of what constitutes a good management practice. Some of the issues related with the public management agenda are: management by results, quality of service delivering, accountability of public administration, performance measurement, and human resources development. Regarding the second type of programs, they play an advocacy role for certain policy issues that the management types of programs do not play. The policy-oriented programs look for successful (measurable positive impact), innovative approaches to policy issues and areas.
- b. **Celebration vs. Replication.** A second dimension places the initiatives in terms of their focus on disseminating and celebrating good practices vs. replicating those good practices in different settings. Even though all the programs declare their intention to achieve both goals, the structure and operation of the initiatives generally promote one or the other. Some programs concentrate their action on publicizing and celebrating the achievements of the winners. The primary goal of

these programs is to enhance the image of the public sector, recognizing the creative and efficient work of individuals and organizations. The main products of these programs are *successful public sector stories presented to the press in various ways*. The outcome desired here is public recognition to the public sector. On the other hand, other programs have a primary interest in replicating in other setting the initiatives awarded. Ultimately, both orientations share the same goals: by rewarding, disseminating and scaling up innovations, these initiatives create incentives for new innovators and ideas to emerge. In the first case, the public recognition to innovations is the main vector to new ideas. In the second case, the benchmarking process spreads information and technical assistance on the best practices to potential innovators.

The two dimensions above have special influence in the selection of initiatives that the awards will recognize. In this case, there are three primary orientations¹³:

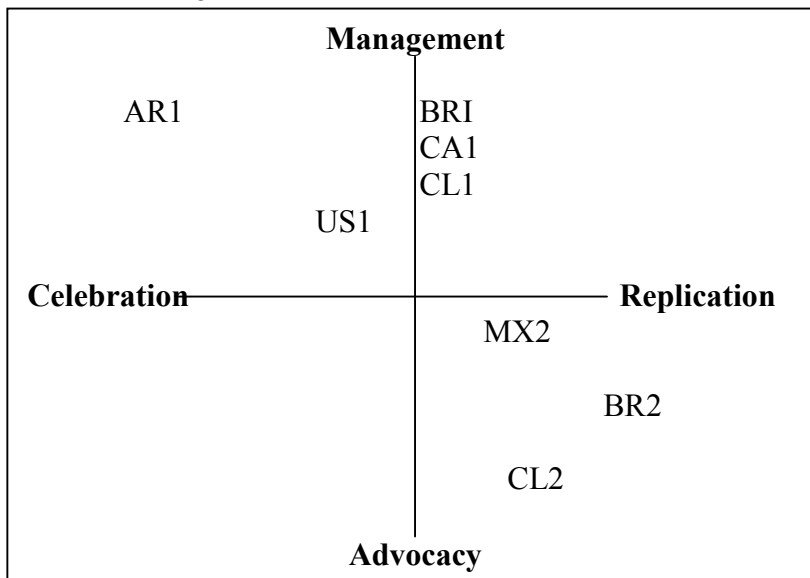
1. Good Practices as innovations in government processes and policies:	2. Good Practices as Total Quality Management initiatives	3. Good Practices as the promotion a specific policy agenda:
<p>Focused on the creative aspect of an answer to a policy problem. Here the innovation component has crucial importance. Common themes include:</p> <ul style="list-style-type: none"> • Horizontal integration between government services • Inter-governmental partnerships, • Coordination among public, private and non government sector, • New organizational designs • Cost effective solutions, • Good fiscal management, • Public involvement in design, implementation and control of public policies, • Introduction of competition. 	<p>In this case, a good practice is specifically defined as an initiative that meets the standards and principles of the TQM framework. Even though some <i>innovative</i> actions can contribute to a TQM practice, these are not seen as the most important component for achieving a TQM certification. Contrary, the awards on TQM are presented as a credit to a long route of incremental efforts at the organization to finally achieve this certification.</p>	<p>This orientation remarks the accomplishments of those programs that contribute to some specific policy issues. Only those initiatives that add value to that policy agenda are rewarded. Measured impact is the key variable in this orientation. Creativity and efficiency, even though important to evaluate the experience, are not determinant factors in the competition for the award. Some of the themes here are:</p> <ul style="list-style-type: none"> • Public service revitalization, • Regulatory enforcement, • Devolution and decentralization, • Closing the gap in education, • Access to health services, • Environment protection

The next part of the paper presents a comparative assessment of the programs across these dimensions. Two additional dimensions are included in the analysis: Exclusivity of the awards (winners/ entries) and Type of Award (money or not money).

¹³ The table ought to contribute to a primary classification of initiatives based on these three “ideal types”. The reality of the awards shows much more overlapping among the three categories.

3. Programs' Goals and design in comparative perspective.

Management – Advocacy // Celebration -- Replication



The graph above simplifies the analysis of the programs in these two dimensions. The placement of the programs in the graph is the result of my interviews with program directors and the analysis of the academic and institutional materials on the programs¹⁴. A couple of conclusions can be extracted from the graph:

- **There is a clear distinction in one of the dimensions between the goals of the government run programs and those run by NGOs.** While the first group is focused on management innovations, the second one is more interested in the promotion of specific policies.
- The second dimension of the analysis produces less clear differences among all the programs. Even though NGOs run the two most replication oriented programs (BR2-CL2), the distance with the governments' initiatives is not so significant in this purpose.
- **Two of the programs run by NGOs in Latin America (CL2, BR2) have a clearly defined mandate towards certain policy agendas.** One of the programs directors confirms: *"We try to reinforce the idea of an award that promotes certain policies rather than innovation in management processes in general. Replication for us means two things: new experiences in this field and scaling up of the awarded experiences. In order to do achieve this goal we are funding this year different initiatives to support replication"*. When asked about possible competition with the government award in the same country, the same director sentences: *"there is almost no relationship –much less competition- between the two programs because we have different agendas. Theirs is focused on public management innovations only"*. The third NGO program

¹⁴ The program's directors or other staff may differ with my categorization. In any case, it is only my responsibility any misconception that I may have about the true goals of the programs.

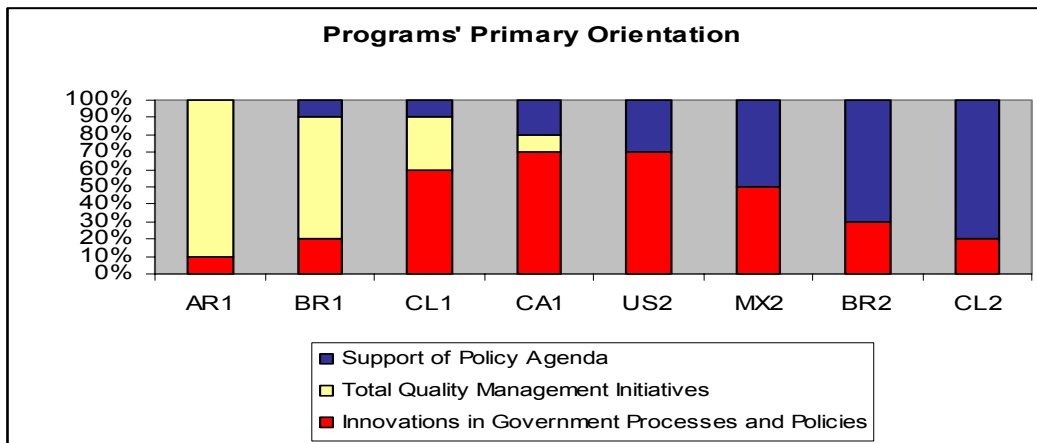
(MX2) links the designation of good practice to some attributes of a broad definition of good government, including some efficiency (management), effectiveness (impact) and legitimacy (participatory) aspects.

- **By looking at the two-dimension matrix, the AR1 appears as the most management-celebration oriented program, while the BR2 and CL2 programs are the most advocacy-replication disposed initiatives.** The Argentinean award is specifically designed to honor those public agencies that have achieved a Total Quality Management certification that involves the whole organization. The Premio Nacional a la Calidad (National Prize to Quality) was created as the government version of the private sector award to Total Quality Management.
- **Not surprisingly, the four most management oriented initiatives (AR1, BR1, CA1 and CL1) are placed at the government agencies in charge of public management issues (SGP-INAP, ENAP, IPAC, SECREs respectively)¹⁵.**
- In the case of the US2 and CL1 programs, even though they are more oriented to recognize management practices, these initiatives also give some relevance to the policy aspects of the experiences.
- Regarding the celebration-replication dimension, the criteria to classify the programs is based on two factors: interviews to program directors about replication's promotion actions (and intentions) were combined with the analysis of the available channels (web page, academic papers, cases, books, best practices database, seminars, conferences) to access to information about the winners and eventually all participants.
- All the programs present the filial information of the winners through their websites. Some of them also offer the information about the finalists and there are two cases that produce documents where all the program participants are revealed (MX2 and BR2). After that first level of information, the programs differ in the type and sophistication of the instruments and channels they use to outreach the experiences. The location of the initiatives in the table is the result of my judgment after analyzing in each case these channels. Point 9 of this paper has a more complete analysis of the activities of the programs after the award is given.

Type of Achievement Awarded

Each program has a specific criteria and method to select the winners. The selection process in each case matches a clear definition of what constitutes a best practice and what does not. The next graph summarizes the meaning of best practice in the context of each specific program. As it is clear from the graph, almost all programs overlap different criteria from the "ideal types" presented before. Nevertheless, every program can be placed in one primary orientation.

¹⁵ Secretaria de la Gestion Publica-Instituto Nacional de la Administracion Publica (Arg); Escola Nacional de Administracao Publica (Brazil); Institute of Public Administration of Canada and Secretaria Ejecutiva para la Reforma de Estado (Chile)



Program	Meaning of Best Practice
AR1	Clear and explicit TQM framework
CAN1	Different agenda of management innovations every year, which is defined by the award's authority based on a survey to government agencies (see box below)
CL1	It focuses the analysis on the originality (innovative aspect) of the initiative and its measured impact.
CL2	Citizen participation and civil society voice in government decisions.
US1	Outstanding examples of creative problem solving in the public sector.
BR1	Primarily TQM framework
BR2	<i>"Construction of citizenship and reduction of political exclusion".</i>
MX2	<i>"Initiatives that improve living conditions of the citizens, include citizens in the policy design process, enhance accountability mechanisms from the government to civil society and contribute to long term non partisan policies"</i>

IPAC Survey to define the themes of the Award

Every year the President of IPAC sends a survey to all Federal, Provincial and Territorial Deputy Ministers, to selected Municipal CAO's and to IPAC regional groups. The survey asks the following three questions:

1. What are the big public management issues facing your organization over the next few years?
2. What products and services could IPAC deliver to help you deal with these issues?
3. Which are the issues to which IPAC should give priority?

The issues to be defined as competition's themes of the award in that year come from this survey. This process certainly gives more incentives and legitimacy to the call to submit initiatives for the award. In addition, it helps public managers to think more logically about the initiatives that their own agencies are undertaking to deal with these challenges.

Exclusivity of the Award

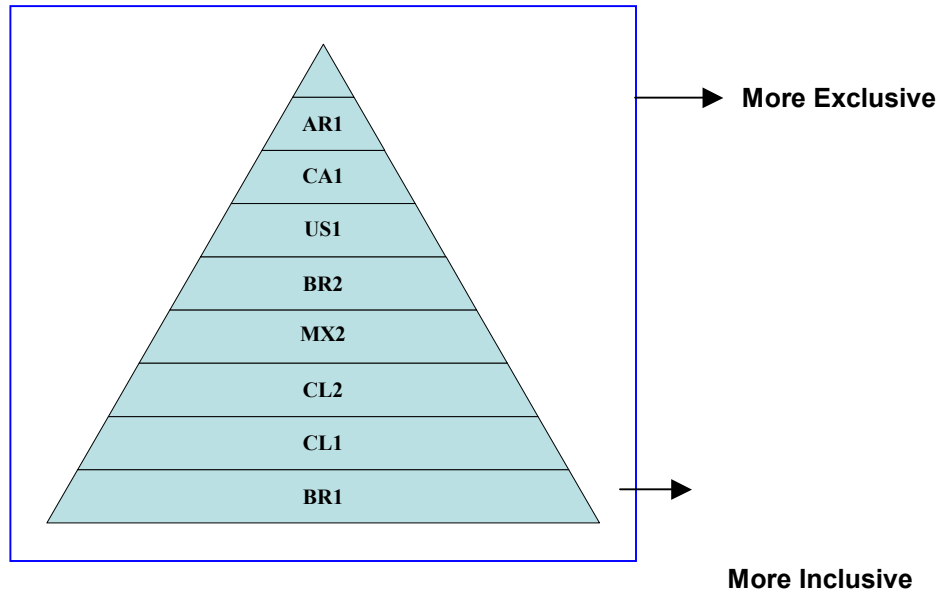
This dimension places the programs in terms of the level of uniqueness of the award/s they grant. In other words, how exclusive/ inclusive is the selection process of the winner. (The more the winners, the more inclusive the award is). This variable depends of the ratio winners/ entries or participants. Indeed, the number of entries is also related to the potential entry barriers that the application process may produce. Programs' Directors highlighted this variable as a factor affects the number of participants (applicants) of the programs.

The next table addresses the ratio winners/ entries. This ratio gives a first approximation to the level of distinctiveness of the programs. The last column of the table presents the formal number of awards that each program grants every year. This number may differ in a particular year only in the margins. Only those who are confirmed as “final winners” by the programs are included in this table.

	Entries since creation	Initiatives Awarded since creation	Distinctiveness= Awards/ Entries	Formal Number of Awards/ year
AR1	30	15	.5	Any
BR1	607	198	0.32	20 since 2000
BR2	5106	140	0.02	20
CA1	1291	36	0.02	3
CL1	247	20	0.12	10
CL2	1196	45	0.03	15
MX2	300	15	0.03	5
US1	15,000	295	0.02	5-10

- There is a first group of programs that gives a fixed number of awards every year. These are: BR1, BR2, CA1, CL1, MX2 and US1. A second group of programs (AR1, and CL2) has not fixed number of awards and therefore it reserves every year the right of giving any number of distinctions (including 0):
- The **AR1** selects on average two winners every year. Formally there is no limit to the potential number of winners Even though it has a ratio of 50 % of applications awarded, the small number of entries in its 7 years of existence speaks on the hardness of its application process.
- **CA1** has a clear ambition of selectiveness. It only gives three awards every year, Gold, Silver and Bronze, reinforcing the idea of uniqueness even within the winners. A similar process occurs with the **US1** program, which has selected 10 winners since it was created until the year 2001, when it started to give 5 awards. The program has historically attracted a large amount of applications every year, a process enforced by the significant amount of money that the winners obtain (US\$ 100,000).
- The **CL1** initiative has become more inclusive in the last years, when it changed from a TQM award to the current National Best Practices Bank that select around 10 experiences every year.
- The **BR1** is one of the most inclusive awards. During its first editions it has selected even 50 winners a year. Since the year 2000 the program authorities have reduced this number to a fixed quantity (20).
- The **BR2** program, due to its successful outreach process, has an impressive number of entries. The consequence is a relatively low ratio of winners over applicants, which does not prevent the program to renew in every edition the enthusiasm of new applications. The same takes place with the **CL2** and **MX2** programs, which offer 15 awards every year and have a large number of applicants in every edition.
- The next pyramid places the programs in terms of their level of exclusivity in the awards, after

taking into account not only the ratio described above but also the interviews and the analysis of the application process (more details about the application process below).



PROS and CONS of More Inclusive/ Exclusive Awards

Based on the interviews with programs directors, these are some of the benefits and trade offs of having a more inclusive/ distinctive award program:

- The more the awards, the fewer the discontents with the selection process.
- The more the exclusivity of the awards, the more the people that loose and become disincentive to participate again.
- The more the awards every year, the more the sense of community of winners.
- The fewer the awards, the less the incentives of potential participants to enter in the competition.
- The fewer the awards, the more the sense of “real winners” of those who get the award.
- The fewer the awards, the more the image of hardly technically driven competition of the selection process.

The prize: money or not money?

The most important difference among the programs in this dimension is the money component of the prize. While none of the government programs give money, all the NGO run initiatives do it.

Celebrate-Celebrate-Celebrate

- All the programs establish some formal ceremony to give the awards. Some programs even invite the President of the country to the ceremony (AR1, BR1, MX2). These ceremonies have the obvious role of giving public recognition to the winners. These events are the most explicit celebratory component of the initiatives.
- As part of the awarding ceremonies, some programs design a workday for all the finalists of the process (BR2, CL2, US2). The purpose of these workshops is to increase the sense of community among the winners.
- All the programs look for extensive press coverage of these events. One program Director builds on this point: *“If I had more money for the award, I would publish two pages in the national newspapers to announce the winners, with their names on top of the announcement. I could even publish a supplement about the initiatives that could come with the Sunday’s edition of the newspaper”*.

The four programs that give money as an incentive to participate are BR2, CL2, MX2 and US2. The next table summarizes the amounts that each program grants:

In U\$S	
BR2	7,000 (outstanding) 2,000 (finalists)
CL2	5,000
MX2	25,000
US2	100,000

The main conclusion is that money as a prize matters in two ways:

- Money is an important incentive to participate, especially for small local governments.
- Money can make a difference in the case of small, not well funded programs in terms of continuity of the initiative.

Two program’s Directors have shared this opinion: *“Money is the most important incentive for the participants to apply to the award. I am not sure if without the money we would be able to run the program (at least the first two editions)”*

Monitoring of the money granted

All the programs have formal procedures to audit the use of the money. Additionally, they also establish certain parameters to spend the money granted. Typically those activities are seminars, videos and other divulgation materials of the experiences. Some programs also allow winners to buy infrastructure for the program (typically computers). Most of programs transfer the money to the agency’s account.

The real enforcement capacity to monitor the money’s spending, however, is small. One Program’s manager said: *“Monitoring is difficult. We know that they expend the money in stuff they need for the program and not necessarily in promoting the initiative as it is established in the contract”*.

Who gets the award?

Programs' directors affirm that the incentives and intentions to participate are equally strong in the political appointed authorities of the agencies and in the agencies' staff, most of the times represented by middle level managers. Besides this shared enthusiasm, sometimes political authorities resent those managers that go ahead and present their initiatives without "political authorization". In these cases, after the award is given, the innovator/s and sometimes even the idea or initiative can be in dangerous, because of having won a prize!!! The obvious consequence of this trend is that middle level managers have fewer incentives to present their programs to the competition

In order to prevent the dynamic described above, the programs have established two complementary mechanisms: first, all the programs require the participants to concur with the political authorities in the application process. Second, with the exception of the AR1 initiative, in all the other cases the award goes to the program that presents the experience. In the case of AR1, due to its global TQM approach, the reward is received by the agency as a whole. No program in gives the prize to individual people. There is no "**Public Servant of the Year**" or nothing close. All the programs highlight the team's component of the initiatives by giving the price to the group of people who is primary responsible for the experience.

III. PROGRAMS' OPERATION

1. Outreach of the Programs

There are four basic tools to outreach the programs:

a. Mailing lists

All the programs use this method to announce new editions of the awards and to outreach the conditions to apply. Usually they mail agencies and programs, local governments' heads and key people of academic institutions than can attract participants

AR1: e-mail to local governments' mayors, states' divisions of public administration, past participants of the program and specific agencies that are known for their good performance in the last years.

CL2: Every year mailing to 6,000 people in government, civil society and different actors where *participatory process* can happen. "We go and try to find our clients"

BR2: mailing to all sub national jurisdictions (25,000 letters)

MX2: pre-screening of local governments according to probability of having innovations, depending of the stage of the administration¹⁶. These municipalities receive letters and they are offered to receive a visit by the program's staff.

a. Web-Site:

Program presentation, past winners, conditions to apply, application form, press coverage. This is a primary source of information for all the programs. Moreover, the web sites of the programs are

¹⁶ The tendency is to find more developed innovations at the end of administrations' terms.

usually the center for the exchange of information about the innovations. Most of the post-award benchmarking activities are lunched in web format.

b. Newspaper announcements and press coverage of the programs.

With variable success among the programs, they all look for constant press coverage of the initiatives. “Good” press is one of the externalities that the participants look for by taking part of the competition. One of the program’s application forms promises: *“Winners and other leading entries will be extensively publicized” (CA1)*

c. Partnerships with other local institutions to outreach the initiatives.

The model of partnership used by the MX2 program is a good example of alliances between the award and other institutions. Every year the program establishes different partnerships with academic and other civil society institutions. These institutions become representatives of the program in their regions of influence. They periodically organize meetings with local government officials to inform them on the program activities and opportunities to participate. The regional partners also arrange workshops between various local governments’ representatives and the program’s staff. These sessions are a valuable source of learning for the program staff on the needs and expectations of the potential participants.

2. Application Process

The following table shows the most common ingredients of the application process to the awards.

	Short application form (1to 5 pages)	Complete report	Agency’s Authority authorization.	Declaration of rights/ obligations	Time of Implementation
AR1					No Requirement
BR1					1 year
BR2					5 years
CA1					No more than 4 years
CL1					No requirement
CL2					6 months
MX2					1 year
US1					1 year

The table above shows the following trends:

The features of the application process constitute a key element for the success of the programs. Briefly, the more the complexity of the application program (specially the first steps), the less the incentives of the potential participants to be part of the program. The first requirement of information has to be simple and easy for the applicants. One of the program managers explains: *“I know about some agencies that hired consultants to fill out the application. This was by no means the objective of the program. Contrary, we want the staff to think by themselves about what they did and to be able to put that on paper. The application process can not be an entry barrier”*

All the programs have a formal application process. In most cases, this process starts with a short application form that describes the main features of the initiative. Only if the initiative is selected for subsequent rounds there will be a more complete report due. In the cases of BR1 and CA1, these programs ask the applicants to submit up front a complete report that will be the base for evaluation of

the initiative in all instances.

Most of the programs require participants to have the agency's authority authorization to submit the initiative. This is important, as it was explained before, in order to get legitimacy for the process and to "protect" the innovators. There is no evidence that "free submission" by any member of the organization would produce more entries. The AR1 program asks the participants to sign up a form of rights and obligations related to the award.

Finally, almost **half of the programs require the agencies to have implemented the initiative for some specific time**. This is what differentiates a good idea from a real innovation. An innovation is a creative idea that has been applied and becomes sustainable in time. There seems, however, to be no specific trend for the amount of implementation's time required. While the BR1 program requires 5 years of implementation, the CA1 establishes that the initiatives have to be no older than 4 years!!!

There are almost no limits to the type of initiatives that can be presented. Only the US2 program prevents defense agencies with international focus to apply. The BR2 program includes judicial and legislative agencies as potential participants. This is an initiative to emulate in a potential regional award. Most of the Latin American countries face similar challenges in terms of the consolidation of independent and accountable judicial and legislative systems.

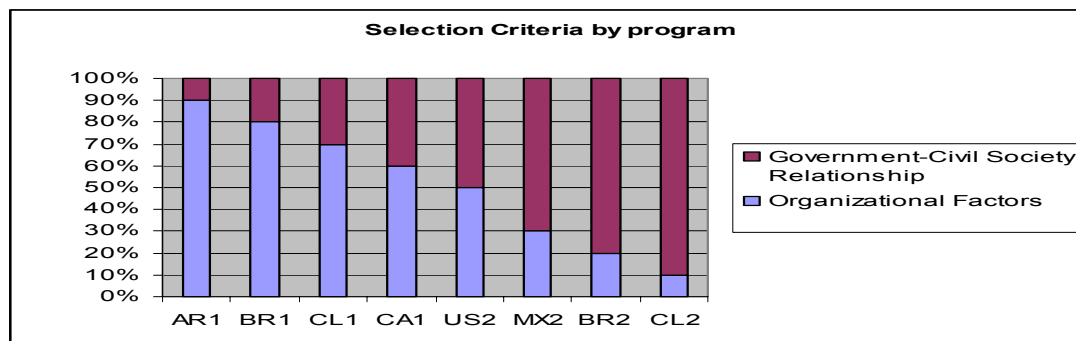
Only the AR1 program requires the applicants to pay a fee for their submissions. For all the other programs, the application is free.

3. Selection Criteria

- Likely, the selection criteria of the programs are aligned with the main goals of the awards. All the programs translate into a number of variables their primary orientation towards rewarding management innovations or advocacy actions.
- Two groups of variables concentrate the attention of the evaluation's committees: a) Organizational dimensions; b) Government-Civil Society relationship's aspects.

Organizational Factors	Government-Civil Soc. relationships
<ul style="list-style-type: none"> • <i>Innovation capacity</i> • <i>Capacity to measure performance.</i> • <i>Efficiency in the use of resources.</i> • <i>HR development Leadership</i> • <i>Customer Service</i> • <i>Quality of Information</i> • <i>Strategic Planning</i> • <i>Horizontal Coordination</i> • <i>System and Process improvement</i> • <i>Transferability of the initiative</i> 	<ul style="list-style-type: none"> • <i>Effectiveness: the impact of the program on some social constituency.</i> • <i>Significance: program's contribution successfully to societal goal/s.</i> • <i>Social Accountability mechanisms.</i> • <i>Civil Society involvement.</i> • <i>Ethics in Public Management</i> • <i>Devolution and Decentralization</i> • <i>Regional and Ethnic Empowerment</i> • <i>Regulatory Enforcement</i>

The graph below shows the balance between both criteria for each program. Almost every program has a mix of dimensions, though most of them have also a primary orientation.



The methodology to factor the different variables in the selection process varies with the programs. **Most of the programs design a matrix where the different variables are assigned a relative value¹⁷.** The role of the evaluator is to assign points in each variable according to number of pre-defined indicators. Most of the times, the final decision on each variable requires a value judgment from the evaluator/s. The next table is an example of Evaluation's Matrix from the AR1 program.

Distribución de los Puntajes por Areas de Evaluación	Máximo Parcial	Máximo Total
1- Liderazgo		130
1.1- Lideazgo mediante el ejemplo de la práctica	65	
1.2- Logros	65	
2- Enfoque en el Cliente		170
2.1- Conocimiento del Cliente	85	
2.2- Sistemas para mejorar el servicios de los clientes	85	
3- Desarrollo del Personal		140
3.1- Participación Eficaz del Personal	30	
3.2- Educación	25	
3.3- Desarrollo	25	
3.4- Desempeño y Reconocimiento	30	
3.5- Calidad de vida en el Trabajo	30	
4- Información y Análisis		40
4.1- Datos y Fuentes	10	
4.2- Análisis de la Información	15	
4.3- Información de Referencia (Benchmarking)	15	
5- Planificación		140
5.1- Planificación Estratégica	70	
5.2- Planificación Operativa	70	
6- Aseguramiento y Mejora de la Calidad		90
6.1- Procesos Generales	15	
6.2- Procesos Especiales	15	
6.3- Control de Calidad	15	
6.4- Proveedores	15	
6.5- Evaluación del Sistema de Calidad	30	
7- Impacto en el entorno Físico Social		70
7.1- Ética en la Gestión	25	
7.2- Difusión y Promoción de la Cultura de la Calidad en la Comunidad	15	
7.3- Preservación del Medio Ambiente	15	
7.4- Sistema de Gestión de Seguridad y Salud Ocupacional	15	
8- Resultados de la Gestión de Calidad		220
8.1- Resultados obtenidos en la satisfacción de los Clientes	65	

¹⁷ The CA1 program does not use a matrix for evaluating the initiatives. The Program Director says: "You loose flexibility and big picture by using a matrix. You can not anticipate all the components of a good initiative. Moreover, the members of the jury does not want to be constrained by a matrix"

8.2- Resultados obtenidos en la mejora del bienestar, la satisfacción, el desarrollo, el compromiso y el reconocimiento del personal	65	
8.3- Resultados económico-financieros, en la calidad de los productos y servicios, en la productividad y en los procesos principales, en la calidad de los servicios de apoyo y en la calidad de los proveedores y su desarrollo	65	
8.4- Responsabilidad social del organismo con respecto del entorno físico y social	25	
TOTAL		1,000

Programs' managers highlighted the fact that, **the more the selection process arrives to its final stage, the more the weight of the "non technical" components in the final decision.** Regional, political and government's level balances play a central role in the final selection of the winners.

The decision making process in the final evaluation's stage is usually a consensus building procedure among the members of the committee. Besides the non political precedence of the members in most the cases, the final decision on the winners is based on many reasons far from the technical aspects of the initiatives.

4. Selection Process

There are four main instances that the programs use to select the winners:

- *Pre-Screening:* those programs that make easy the first step of the application process usually use this stage. The analysis in this stage looks at the pertinence of the initiative in terms of explicit results and innovative approach. Those experiences that fail to demonstrate these attributes are discharged.
- *First Round of Evaluation:* those initiatives that have passed the pre-screening are frequently asked for a more complete description of the experience. This document constitutes the core of the evaluation process. Two of the programs (BR1, CL1) use this report as the unique basis for the final decision on the winners.
- *Site visits:* 5 of the programs carry out visits to the initiatives' settings (agency, field or constituency). These visits are contrasted with the formal document that describes de experience. The evaluators usually inquire special issues to the initiatives' authorities based on the information they receive.
- *Oral Presentations:* this is the last and most public oriented instance of evaluation of the initiatives. 5 programs make use of this method. Some programs even develop this instance the same day that the final results will be released. The last process gives a great sense of suspense and competition to the evaluation process.

The next table shows the number and type of selection's instances that each program uses:

	Evaluation's Instances	Pre-Screening of applications (1)	First Round Evaluation (2)	Site Visits (3)	Oral Presentations (4)
AR1	4				
BR1	2				
BR2	4				
CA1	3				
CL1	1				
CL2	3				
MX2	3				
US1	4				
Evaluation by		Staff, graduate students or non specialists assigned randomly	Technical Selection Committee. Mostly academics and specialists.		Final Round Selection Committee. Usually integrated by public figures and practitioners.

5. Evaluation Committee / s

Alternative types of evaluators carry out different stages of the selection process. Program staff or graduate students usually perform the pre-screening instance. The programs open this instance to students and that may want to pursue a career in the public sector.

The second and third stages of the process are specifically carried out by technical selection committees. Program managers highlight technical composition of these committees as a certification of impartiality in the selection process. The technical selection committees are selected in two primary ways:

- Public Administration Specialists and Academics
- Sector Specialists (Health, Education, Infrastructure, among others)

If the selection committee has sector specialists, then the applications are distributed according to that expertise for a first evaluation. There are some programs that establish a third level selection committee for the final decision on the winners. This is typically the instance where all the regional and political adjustments take place. Policy makers, politicians, journalists, former administrators and occasionally international figures usually constitute these committees.

The obvious benefit of this type of "high public profile" committee is their contribution to outreach the award. In order to maximize this contribution, some programs change the composition of these committees every year. The decision on how the jury will be conformed pertains to the program's authorities.

The third level committee has to base its final decision on the previous reports of the technical committee and the oral presentations performed by the applicants during a public meeting. In that regard, program managers have said: *"there is no political balance that can overcome a strong case made in the previous stages. Usually those "adjustments" come when there is no other factor to decide a winner but some balance that has to be maintained for the health of the program"*.

IV. PROGRAMS' IMPACT

The impact of the Innovation Programs must be measured against their two main goals: to foster the image of the public sector and to promote innovations in government that ultimately benefit the public. The questions regarding these goals are: What have the programs achieved in these two dimensions? What would have happened in these two dimensions without the Awards in place?

The assessment of the questions above is a challenge for the analyst. It is difficult to establish clear causal relationships between the programs and specific trends in their two main goals. Both, image of the public sector and the development of innovations, are affected by many other factors apart from the Awards. There are no public surveys that discriminate the impact of the awards on the public's evaluation of the government from other factors. On the other hand, there are only a few studies that try to evaluate the impact of the programs in terms of transference or incentives to replication of the innovations.

In order to assess the issue of impact, I will first describe a series of products (outputs) that can be clearly attributed to the Awards. In other words, the Awards have made a clear contribution to these products. They would probably have been possible without the programs in place, but at a higher cost in terms of time and resources. Indeed, some of these products may have some influence on the goals of the programs. I will address this matter in each case.

After describing these products, I will turn to the impact (outcomes) problem. What do we know about the real impact of the programs on *public image and transference*? In this part, I speculate on the possible impact on each product of the program on each goal. In addition, the interviews with the programs' directors provide some valid information to complete the analysis. I also present one study from the US2 program on this specific question. I summarize its results as well

I conclude this part with the analysis of a dimension that so far has not been taken into consideration: the impact of an award program for the institution/ organization that runs this initiative. Besides the goals of transference and image of the public sector, any institution may have legitimate goals to achieve by running an award program. My analysis looks at the extent to which these institutional goals are achieved.

1. Products of the Programs

a. Putting Innovation Together: the Awards made possible to put together almost 24,000 initiatives of innovations in government (see table below). This number is heavily influenced by the innovations provided by the US2 program (around 15,000). Discounting these innovations and the CA1's, there are almost 7,500 innovations gathered by the LAC programs. In terms of transference, these innovations represent a promising and extensive benchmarking database to look at.

Entries since creation

AR1	BR1	BR2	CA1	CL1	CL2	MX2	US2	Total	LAC
30	607	5106	1291	247	1196	300	15,000	23,777	7,486

b. Helping public managers to go over their realizations: 7,500 LAC initiatives collected mean that there have been 7,500 teams around the region that, thanks to the Awards, have taken the chance to

sit down and reflect about what they understand was as innovation or an organization's achievement. Many times public managers complain about the lack of time in the public sector to evaluate what has been done. More important, the Awards provide the managers and their teams the incentives to wrap up the logical (sometimes "the logic" may be not completely clear) process by which their accomplishments happened. This is a crucial result of the award programs that must be celebrated. If this dimension is taken into account to measure the impact of the programs, then the number of entries (applications) that each program receives every year can be one performance indicator.

c. Public Sector Innovation Databases: probably the most extended product of the innovation programs, these databases serve two main purposes: they provide a place for celebration of the innovations and, more important, they contribute to the transference of the initiatives by sharing these with other potential innovators. All the programs in the sample have innovation databases. They differ basically in the type of information that they provide on the initiatives and the access' method to that information. Some programs provide only the filial information of the initiatives (brief description of the initiative, public agency and name of people responsible). Other programs have a more "case study oriented format" to make available the initiatives. These brief cases provide a more complete description of the initiative, including explicit results and implementation process. In terms of the database's access mechanisms, the Database can typically be searched by year of the award or by subject of the initiative.

d. Networks of Innovators: after a couple of editions of the Awards, the programs have a vast record of innovators all around the country. These networks are a valuable source for disseminating information about new innovations, teaching activities, consultation processes and new trends in innovations in government. Typically the teams involved in the preparation of the application to the awards include three or more people. A quick estimate of the people that are part of these networks gives the impressive number of around 24,000 innovators only in LAC.

e. Case Studies: this is a very valuable product from the award, mostly used for teaching purposes. The difference between these cases and the basic description of the initiatives is precisely the teaching goal included in this format. Indeed, the case studies not always provide neither all the information of the initiatives nor a "right answer" to the challenges that the innovators faced. Only the US2 and BR1 have a Case Program as part of the Award activities. Some programs involve graduate students in the case-study development.

f. Map of Innovations: all the programs are able to build a map of where innovations occur. There are three cuts of the innovations:

- *By Geographic Area:* the programs can discriminate the areas of the country that produce more innovations
- *By Level of Government:* using factor analysis, the programs can arrive to some conclusions in terms of the level of government that provide more incentives for innovations.
- *By Policy areas:* are there special factors within certain policy areas that make more feasible innovation? The programs have a valuable source of information to answer -at least in part-

this question.

The innovation's maps serve the goals of targeted policies to improve public administration. Training programs, allocation of resources, placement of programs, and development of incentives for innovations, these are all activities that can be enhanced by using the information that the maps of innovations reveal.

g. Dissemination products: all the programs develop a set of instruments to disseminate the initiatives awarded. From "soap programs" (BR2) to PHD dissertations (CL2), the awards make the initiatives available through the most diverse ways. Some of these ways include:

- a. Websites
- b. Videos
- c. Radio Segments
- d. TV Segments
- e. TV programs in local stations
- f. Magazines
- g. Newsletters for the entire public sector.
- h. Articles in academic publications
- i. Books
- j. Seminars and Work Shops
- k. Courses
- l. Research activities.
- m. Annual reports

All these instruments to disseminate innovations contribute not only to the transference process but also to the prestige of those people responsible for the innovations. Indeed, at least marginally, there should be a positive correlation between the creation of these instruments and a finer image of the public sector.

h. Understanding Innovations: all the programs include as part of their activities a research component that builds on the information provided by the participants. The research activities typically have a focus on answering the following four issues:

- a. *What drives innovation?* Incentives and obstacles for innovations
- b. *Process of Innovations:* implementation challenges.
- c. *Profiles of Innovators:* who innovates?
- d. *What supports innovations?* Sustainability of innovations.

The awards have contributed to a vast literature on each of these questions based on the experiences collected by the programs. The References in this paper show part of that literature.

The products described above are the *most tangible* result of the award programs. Any cost benefit analysis of the efficiency of the programs must look at these products as the main proxies for the Awards' production in a single year. Are the awards worth? More important, what is the real impact of these products on the main goals of the programs?

I have established the cost of an Award Program based on the information that I was able to collect from different Program's Directors. I was not able to obtain a real cost figure for each of the programs. The calculation below is only my own estimation of the cost of a typical award program in LAC. Obviously, there is a mayor difference between an award program that gives money as part of the prize and one that does not. Indeed, that different is precisely the amount of the money given as a prize.

Base case of Award Program in LAC (my own calculation)¹⁸

Staff	LAC	+ Money Prize
Director of the Program	18000	
2 Program's Managers	24000	
2 Administrative Assistants	7200	
	67800	
Outreach Activities	12000	
Selection Process	13000	
Award Event	2000	
Publications and Dissemination Activities	15000	
Money Award		75000
	91,200	166,200

It is difficult to contrast the cost of the programs against some quantifiable cost of its main products. Not all the programs produce the same products with the same quality and in the same quantity. Ultimately, some programs perform better than others. In any case, one way to arrive to some conclusion is to evaluate each program individually by comparing the cost of that program against the basket of products that the initiative provides every year.

2. Program's Impact on Public Sector Image and Transference of Innovations.

Regarding the real performance of the programs on their two main objectives (enhancing image of the public sector and encouraging innovation in government), I can only speculate on whether some of the products of the programs contribute to those goals. The following are some possible relationships between the product of the programs (outputs) and the performance of the programs on their goals (outcomes).

¹⁸ Stanford Boris arrives to a different cost for a model Innovations Award Program. He calculates this cost in around \$ 130,000, which is consistent with the fact that a program should be cheaper in LAC comparing with Canada. (See Boris b, 2002)

	Impact on Transference	Impact on Public Image	Mechanisms
Databases	+++		Bank of ideas makes access to innovative practices easier. Ideally managers look at these databases as a source for ideas. Good practices are recognized and disseminated.
Cases Studies	++	+	Managers learn from other managers in similar situation. People know about successful stories in the public sector.
Network of Innovators	+++	+	Networks match innovators with people that want to innovate and need help/ guidance or support Networks encourage contact with other networks, multiplying positive externalities.
Dissemination Activities	++	+++	People know about success in the public sector. Public managers become interested in be part of that prized group. Political incentives become aligned with public demands.
Maps of Innovations	++		Help to know where and how innovation happens. Provides base for targeted policies to encourage innovation.
Research on Innovation in PS	+		Helps to close the gap between academy and practice. Contributes to understand why innovation happens.

The potential causal relationships showed above give some hope to the idea that the programs have a positive impact on both goals. Quantifying that impact is a difficult task. The programs' directors provide some extra estimations of the potential impact of their programs:

Public Image

- *“The award's competition is an incentive for managers and political authorities to wrap up a certain period of their administration and to show to their constituencies what they did. Surely the public can see in these managers another side of the common view about public administration”*
- *“The awards have considerable press coverage the day of the event, including national newspapers articles and op-eds from some of the winners”.*
- *“Local newspapers and radio stations are the”kings” of the awards’ coverage. Public managers make sure that everybody at the local level knows about their award”*
- *“We involve graduate and undergraduate students in the pre-screening stage of the selection process. We think that this is a way of changing from the bottom the classic negative image of the public sector”*
- *“For some programs, the Award and the press coverage that comes with it can be a problem: the demand for their services increase and they need to ask for more resources”*
- *“Having the president in the award ceremony certainly leverages the role of the program to improve the image of the public sector. In our case, the private sector receives in the ceremony the innovations award. It is interesting to see those CEO that earn tons of money sharing the stage with agency Directors”*

Replication of Innovations

- *“When one of the innovations awarded covers an issue of high public concern, you have the next day of the winners’ announcement tons of calls from similar agencies around the country asking for the information about the winners. They want to know how they did it”*

- *Managers use the award to increase their leverage in the agency. They gain credibility and therefore are able to continue with innovative approaches.*
- *The awards help to validate the role of the agency after political transitions.*
- *The award can lead to a nationalization of a local program.*
- *“Our goal is to transform innovators in ambassadors of the transformations they have achieved. Seminars, courses and presentations serve as a bridge for these innovators to outreach their ideas and to help others to implement them”*
- *“There are several cases where the award has influenced new legislation on the theme of the innovation”*

US2 study on Award's Impact

The Institute for Government Innovation has conducted an impact's study of the innovations awarded between 1986 and 1999. 135 winners during this period were surveyed. The main findings of the survey were:

- The vast majority of programs are still active (91%)
- 75% of the innovators reported that the award had substantial impact on the image of their agency and/ or on the program's subsequent success. The JFK award was also beneficial to win other awards (70%)
- 65 % of the respondents indicated some source of innovation's transference. In most cases, those replications included involvement of the winners.

3. What about the institution that runs the Award?

Let's say the institution that you work for has \$90,000 to invest in any initiative to improve public sector image and to increase transference of government's good practices. Assuming equal return of that investment among many types of initiatives, why should you recommend creating an award program?

I have analyzed so far the impact of the Innovations Award programs on their main external goals (one more time, transference and improvement of public sector image). This part looks at the potential impact of the programs on the institutions that run these initiatives. Specifically, the next paragraphs asses the following question: what benefits do the award programs produce for those organizations that are responsible for running these initiatives?

My interviews with programs' directors were extremely productive for this analysis. Programs' Directors have a clear understanding of the positive externalities of the Innovations' Programs for their institutions. The following paragraphs summarize those externalities.

a. Setting and/ or supporting public sector agenda: the innovations awards are a clear mechanism to shape public sector agenda towards the policies/ practices that constitute a primary concern for the organization that lunches the program. The media coverage of the awards contributes to this goal by linking public recognition to the type of reforms that the awards promote.

b. Knowing Innovators around the country/ region: the awards are a relatively cheap and easy manner to make contact with public sector innovators around the country. Think about the B2

program: 5,100 initiatives collected in 7 years. Having access to public innovators and their ideas/initiatives is an asset for any organization that promotes good government.

c. Resources for other institutional products: the mission and activities of the institutions that run the innovations programs do not end with the awards. Typically these institutions have research components in their mission as well as advocacy roles (NGOs) or services' delivering responsibilities (public agencies). The innovations gathered through the awards programs usually serve as input for many other products within the organization. Some of these products are: case studies, training programs, seminars, consulting work, white papers on specific policies and policy proposals.

d. Opportunities for mutual collaboration with innovators and their agencies: one more time, "*it is not what you know, but who you know*". The institutions responsible for the Awards can engage in collaborative enterprises with the agencies they get to know through the award process. Some of these enterprises are national studies, programs' design and evaluation, training activities and consulting.

e. Image of national/ regional/ global scope of the organization: Programs' directors have highlighted the contribution of the awards to the definition of the geographical scope of their organizations. In the words of one of the directors: "*After one year of existence, we were only known by some people in the capital of the country. We lunched the award and suddenly we started to get some recognition and requests from remote places in our territory*"

f. Good reputation for the organization: if the award's program is correctly run during a number of years, the organization will start enjoying the benefits of being a point of reference for many national, state and local institutions around the country.

g. Innovative and ground-breaking" organization: the award programs contribute to the definition of the attributes named above in the image of the organization.

h. Staff's training and education: the Awards' selection's process provides a constant challenging and learning base for the staff of the organization. Most of these institutions include junior professional in the preliminary stages of the process to familiarize them with government innovations, policies and key players in the administrations

V. POLICY RECOMMENDATIONS

1. General considerations:

The Inter-American Development Bank and the Institute for Government Innovations at Harvard have agreed to explore possible channels of cooperation towards the promotion of innovations in government in Latin America. This project constitutes a first step in that process.

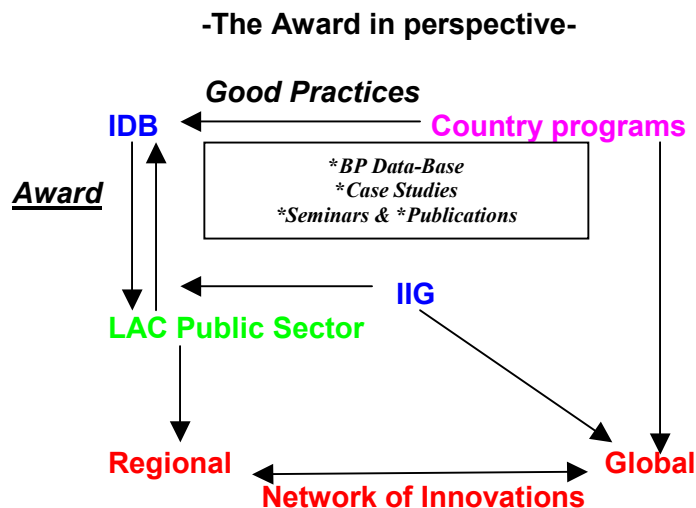
The Regional Award (RA) can be a *non financial instrument* for the IDB to promote its agenda of reforms towards better governance in the region. The initiative can be placed within the **Regional Policy Dialogues** that the Bank has implemented in the near past.

In terms of the IGI, the RA can certainly enhance the **Global Network** of innovations and best practices that the Institute supports. In that regard, the RA should serve the following goals:

- a. To promote the regional agenda of reforms of the SGCS division at the IDB
- b. To enhance the global network of innovations that the IIG auspices.

The RA should also balance the following complementary goals:

- c. To maximize the potential learning process of initiatives from different countries in different political and economic contexts. (Transferability)
- d. To develop an ongoing dialogue on innovations in government between the Regional Award and the rest of the country awards in the region. (Potential of Partnership with country awards)



An Important Caveat: Partner with country awards and institutions that promote innovations.

One primary recommendation is to build on the experience, the information and the networks generated by different country-initiatives during the last five to ten years.

Several programs' Directors interviewed for this project highlighted their clear interest in promoting benchmarking and any type of knowledge sharing initiatives among government innovations' programs in the region. They also look at the IDB and the IIG as possible agents to make that process happen. They share some concerns, however, about a potential competition between the new regional award and the country initiatives

In that regard, the policy recommendation for the IDB and the IGI is to partner with different government, academic and non-profits institutions at a country level to create a regional benchmarking program. Another possibility would be to have in the country programs the first screeners for the regional award. Briefly, only those initiatives that have won a country award could compete for the regional prize.

This last option seems to have more costs than benefits. The coordination costs among the country awards would be high. In addition, the agenda of the country awards will not always be aligned with the theme of the regional award. Finally, if the application process is simple and accessible, there is no reason to think that the same agency can not apply to both, the regional and the country award.

2. Three possible RA models

The analysis of the country awards provides three potential models of award to cop with the goals of both institutions, the IDB and the IGI.

	A. Good Management Practices	B. Best practices within Policy framework	C. Innovations in Government
Similar Programs	IPAC Award	World Bank/ INDES and Micro-Enterprises Awards/ CAPAM	JFK Award
Main Features	Public Administration oriented. It links innovation with new management practices. Poor policy content. Best for New Public Management Agenda.	Policy framework that defines ex ante areas for best practices. It serves best the promotion of a specific policy agenda.	Different Policy Areas: Education, Social Services, Fiscal Management, Environment, Transportation, Protective Services. Looking for <i>innovative</i> successful approaches and value creation. No previous settlement of the orientation of innovation.
Mission alignment SGSC IGI	Medium Medium	High Medium	High Low
Partnership potential	Low	High	Medium
Transferability	High	Medium	Medium-Low

Option B, **Best Practices within Policy Framework**, is the best alternative for the RA. It presents several benefits over two alternative models evaluated in this project.

- It provides a feasible framework to compare different initiatives from different countries.
- It serves best the promotion of the policy agenda of the IDB
- It increases the scope of the award compared to pure innovations *in management*-oriented awards.
- It maximizes partnership potential of the program with national and local institutions (governments and NGOs) that promote the same policy agenda.
- This model of award harmonizes (does not compete) with similar initiatives undertaken by other divisions at the IDB in other policy areas. (see table below)
- It set a common ground of challenges that the LAC governments face. In that regard, it serves best the purpose of transference.
- It can be attached to other policy initiatives of the IDB

-Complementary initiatives of the IDB-

	INDES Award in Gerencia Social	Proposed Award	Micro_empresas Award
Main features	Social management quality and innovation.	Innovations for Good Governance.	Micro enterprise Development
Scope	National (Dominican Republic)	Regional	Regional
Operation	INDES + National Institution (ITSD)	SGSC and IGI	SDD Micro-Unit

3. How to design the award

- The SGSC's *Strategy for State Modernization in Latin America* serves as the policy framework. The award is a support/ promotion component of this strategy.
- The document provides four broad policy arenas towards a global strategy to improve governance in the region.

Democratic System	Rule of Law	State, Market and Society	Public Administration
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- Each policy area contains series of specific policies and actions that contribute to the improvement of performance in that area. The IDB looks forward to promote these actions in the incoming years. For Example:

Rule of Law:

- **Career systems** for judges towards impartiality and merit.
- **Mechanisms of accountability** from judicial branch to citizens.
- **Administrative modernization** of judicial systems.
- **Redesign of physical infrastructure** of judicial branches.
- **Alternative methods for conflict solving.**
- **Free judicial assistance programs.**
- Design of **anti-corruption agencies**
- Provision of human and technological instruments to increase **effectiveness and efficiency of judicial and criminal systems.**
- **Civic education** programs.
- Support of **special minorities' jurisdictions.**
- Improvement of **Register Systems** of People and Goods, including patents, physical property and others.
- **Simplification of norms and reduction of red tape** in justice administration.
- **Criminal prevention** programs that involve civil society
- **Rehabilitation programs** and alternative sentences methods towards more efficiency and effectiveness of criminal system.
- **Training programs** to support best practices in policing methods and statistics.
- The example above focuses on just one of the four policy fields that the SGSC will promote in the next years. Each of the actions listed above under the **Rule of Law** theme constitutes a clear invitation for innovation and best practices.
- Indeed, the role of the RA must be to highlight these best practices by focusing each year on a

different policy arena within the four principal areas. The IDB must define every year the theme/s of the year. This definition will be aligned with the Bank regional policy priority/s for that year.

- In that regard, the RA is part of the general strategy of the Bank for the region. Partnerships with other divisions in several instances of the award will be certainly encouraged.

4. Many Categories of Awards?

The countries within the LAC region present some context's differences in terms of population, income, technological development and even political and bureaucratic environment. A first analysis of these differences suggests that there could be some benefits in segmenting the award according to certain categories of countries. I do not recommend this action because of two reasons. First, there is no perfect classification of countries for the purpose of the award. If the criteria were population, Costa Rica, the country with best institutional quality ranking, would couple with countries whose institutions are really far from Costa Rica's. Second, the *one-category* award creates a sense of continuity and gradual development among countries in different stages of institutional quality.

Other multilateral awards, however, do not distinguish between different categories of participants in the selection criteria and process for electing the winners. Both, the Commonwealth Association of Public Administration Management (CAPAM) Award for Innovations in Government and the UN Public Service Award, have a single selection criteria and process for all types of participants. The jury in both cases takes into account the particular context where the initiative has been implemented. In that regard, a preliminary step towards policy in a country X can be equally important compared to other initiative in a country Y (a more refined action), given the challenges and obstacles that the political and technological context of the first country may involve. Ultimately, the jury must determine these balances by looking at the specific political, bureaucratic and technologic differences of the countries submitting initiatives.

In the case of the IDB regional award, there should be an explicit instruction for the jury to look at these context differences and factor them in the final decision. The alternative way of dealing with the context's differences would be, indeed, to segment the award by group of countries, according to some specific classification that the IDB uses for the region.

5. Award's Operation¹⁹

	Definition of themes	Outreach System	Application Process	Selection Process	Awarding Events	Post Award Activities
Processes	1. Bank's Policy Focus 2. Policy Dialogues at IDB 3. Survey to Partners (CA1's model)	1. Partnerships with national and local institutions (Awards, Think Tanks, NGOs, Governments) (MX2's Model) 2. Contact key stakeholders through IDB offices and programs	1. IDB/SDS office centralizes applications. 1. First screening process at IDB (DC). 2. Profile Elaboration with assistance from IGI (graduate students?)	1. Evaluation Committee conformation *Sector Specialists *Program's Partners 2. Distribution of applications to Evaluation Committee. 3. Annual 2 days meeting at IDB to select winners and distinctions.	1. Annual Seminar at CLAD Congress	Best Practices Database Case Studies Workshops for innovators Training Courses through INDES Impact Surveys Annual Reports Community of Innovators (Web) Innovation Magazine
Responsibility	IDB	IDB-IGI	IDB-IGI	IDB	IDB-IGI	IGI-IDB

¹⁹ See the Comparative Analysis of the programs for different trade offs that each stage presents.

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- Governing Magazine: www.governing.com
- Government Executive Magazine: www.govexec.com
- Government On-Line: www.gol.org
- ICLEI: Sistema de Información Latinoamericano sobre Experiencias Municipales Exitosas www.iclei.org/redal21/capacidad/
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- PNUD, Governance Division: www.magnet.undp.org
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- The Drucker Foundation: www.pfdf.org
- The Innovations Group: www.ig.org
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- World Bank: Administrative and Civil Service Reform Website www.worldbank.org/publicsector/civilservice/

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Brasil:

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Canada

- Institute of Public Administration of Canada (IPAC) Award for Innovative Management: www.ipaciapc.ca
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Colombia

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México:

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