

# 2010 UNITED NATIONS PUBLIC SERVICE AWARDS

## WINNERS



The United Nations Department of Economic and Social Affairs facilitates the search for innovations in governance and public administration through the Public Service Awards Programme. This year, public organizations from fifteen countries will be awarded with the most prestigious recognition of excellence in public service on 23 June, during the United Nations Public Service Day. The winners are as follows, in 1<sup>st</sup> place and 2<sup>nd</sup> place, respectively: (1<sup>st</sup>) Australia, Bahrain, Brazil, Canada, Germany, Italy, Japan, Lebanon, Oman, Republic of Korea, Saudi Arabia, and Tunisia; (2<sup>nd</sup>) Albania, Australia, Bahrain, India, Italy, Japan, Oman, Republic of Korea, Saudi Arabia, and Tanzania.

The 2010 UNPSA is awarded in four categories.

### Category 1

Improving transparency, accountability and responsiveness in  
the public service

#### ASIA AND THE PACIFIC

#### **Republic of Korea - 1<sup>ST</sup> Place Winner**

**Initiative: 732 - Women Friendly City Project**

**Institution: Women Policy Division, Seoul Metropolitan Government**

In 2007, Seoul City launched the “Women Friendly City Project”, comprising 90 sub-projects. This initiative was intended to promote gender equity in the city by increasing the attention of public policy decision-makers to the needs of Korean women. In the beginning the programme facilitated special consideration to women in the areas of employment, economic prosperity, convenience and safety. The number of areas covered has now been expanded to also include roads, transportation, culture, and housing. As a result of this initiative every department in the municipal government has been encouraged to reflect the perspectives of women in their policy making.

#### **India - 2<sup>ND</sup> Place Winner**

**Initiative : 817 - State-Wide Attention on Grievances by Application of Technology**

**Institution Chief Minister's Office, Government of Gujarat**

The SWAGAT initiative was established as a transparent system through which citizens can air their grievances regarding government's provision of public services. It gives citizens direct access to meet the Chief Minister personally to present their case. Senior administration officers responsible for the case are also present to provide case details and to advise on actions to be taken to resolve each case. Administrators are held accountable for responding to both the citizen and Chief Minister. This open and transparent system allows citizens to derive satisfaction from the fairness of the process, even if the decision is not in their favor. Status tracking of applications may also be viewed online and the updated status can be seen at any time.

## **EUROPE AND NORTH AMERICA**

### **Germany - 1<sup>ST</sup> Place Winner**

**Initiative: 658 - Tandem in science, Network for Integration Projects**

**Institution: Paul-Ehrlich-Institut, Federal Agency for Vaccines and Biomedicines**

In Germany 5% of jobs have to be filled by disabled people. This initiative is important for advancing a networking approach for promoting job generation for disabled people. The network concept and its goals are derived from the recognition that people with usually very serious physical impairments are clearly underrepresented in science and research, although, if provided with the appropriately adapted supports, they would be able to study and/or work in the profession for which they are trained. The aim is to plan for entire professional careers for this group, from vocational training, and university courses up to doctoral potentially to qualifying as specialised scientists. In this initiative an integrative design of the training and working environment is presented. This provides a model that could also be applicable to other areas of research and science.

### **Albania - 2<sup>ND</sup> Place Winner**

**Initiative: 823 - Public Procurement Agency**

**Institution: Public Procurement Agency**

Albania's procurement system had major problems that directly impacted its effectiveness. One of the biggest problems was the barrier to private businesses and the community from accessing tender documents to participate in the process. This contributed to a lack of transparency in the procurement process, which lead to high-level corruption. The procurement procedures were documented on paper; however, the requirements of keeping written records on every step of the procedure documents were often not met.

In response to this, Albania became the first country in the world to develop an obligatory electronic procurement system for 100% for all public sector procurements above the threshold of 3000 Euro. The electronic procurement platform is a web-based application that enables secure transactions among Albanian public institutions and the national and international business communities. It offers a secure, efficient and transparent preparation and administration of all tender-related documents, removing unnecessary paper work and providing secure data flow throughout the entire process (web-site [www.app.gov.al](http://www.app.gov.al)).

## WESTERN ASIA

### **Bahrain - 1<sup>ST</sup> Place Winner**

**Initiative : 676 - National e-Government Portal – Bahrain.bh**

**Institution: e-Government Authority, Kingdom of Bahrain**

In order to improve government service delivery to citizens and taking into account the utilization of the high e-Literacy rate of Bahrain, the kingdom launched the e-Government Strategy for Bahrain. The strategy emphasizes the provision of government services to customers (citizens, residents, businesses and visitors) through the following four service delivery channels: National e-Government Portal (www.bahrain.bh), Mobile Portal, National Contact Centre, and Common Service Centres and Kiosks. The strategic vision of this programme is “Deliver Customer value through Collaborative Government”. As a part of this programme, the Kingdom is implementing around 200 e-services spread across 30 ministries to customers through the National e-Government Portal.

### **Saudi Arabia 2<sup>ND</sup> Place Winner**

**Initiative : 775 - SaudiEDI eTrade System and Tabadul Company**

**Institution: Public Investment Fund**

This initiative is aimed at automating trade clearance processes through the application of ICT in Saudi Arabia. It has led to a 250% increase in the volume of trade transaction (from 2001 to 2008); it has also reduced the number of days required for trade clearance from 44 days to only 17 days; the system is accessible 24/7; it has reduced red tape, produced cost savings, improved the monitoring of information; increased transparency (manual processing of paper-work lead to corruption in the system); planning, reporting and decision-making. A company from Singapore was hired to assist with this project, resulting in an innovative public-private partnership.

## **Category 2**

### **Improving the delivery of public services**

## AFRICA

### **Tunisia - 1<sup>ST</sup> Place Winner**

**Initiative: 758 – "Madania" Civil Status System: bringing services closer to citizens,**

**Institution: Ministry of the Interior and Local Development**

The Unified Civil Status System is a component of Tunisia’s public sector management reform programme, which is aimed toward improving the quality and responsiveness of public services. This new system provides a centralized database for the civil status of all Tunisian citizens (birth, marriage, death, etc.) as well as for foreign residents and visitors. The public is assured of the protection of their personal data, in accordance with the laws of the country. All municipalities have adopted the system and employ standardized methods for collecting and storing information.

## **Tanzania - 2<sup>ND</sup> Place Winner**

**Initiative: 807 - Management of sustainable delivery of secured property rights through empowerment and capacity building of local government**

**Institution: Property and Business Formalization Program**

MKURABITA is the Kiswahili acronym for the Property and Business Formalization Program, which is a government initiative designed to provide the legal and institutional framework to make property and business rights accessible to all members of the public at very affordable rates. Ultimately the program is aimed toward empowering property and business owners in the informal sector to gain entry into the formal market economy. It is expected that they will use their formalized assets to access financial capital to facilitate their participation in the national economy. Key benefits from this initiative include a capacity development process at the village and national levels for its implementation, which has created a cadre of surveyors, land administrators, hand held GPS users, computer (GIS) experts), and land adjudicators.

## **ASIA AND THE PACIFIC**

### **Australia - 1<sup>ST</sup> Place Winner**

**Initiative : 690 - Building Resources in Democracy, Governance and Elections (BRIDGE)**

**Institution: Australian Electoral Commission**

The past 20 years have seen a rapid increase in the number of democratic states. As a result, the number of elections worldwide has increased dramatically. Initially the international community tended to deal with requests for electoral assistance by deploying large numbers of “electoral experts” who played a very “hands on” role in running the elections concerned. There was at that time very little emphasis placed on building the capacity of local electoral staff. This had potentially deleterious implications for the independence and sovereignty of the recipient countries. The Electoral Experts were asked to reflect on everything, which, with the benefit of hindsight, they wished they had known when starting work on their first election. The knowledge, skills and values they identified formed the basis for what has become the BRIDGE curriculum. At the time no comprehensive curriculum for electoral administrators existed anywhere in the world.

### **Republic of Korea - 2<sup>nd</sup> Place Winner**

**Initiative : 793 - “Hope-Plus Account”**

**Institution: Welfare Policy Bureau, Seoul Metropolitan Government**

Seoul’s “Hope-Plus” and “Ggum-Narae” Savings program is a private-public-NGO partnership. It promotes self-reliance and asset building for the city’s desperate working-poor by encouraging long term savings with matched funding and the provision of integrated social services, such as financial education and consulting, and job placement. From its initiation in 2008, the savings program has a 98% retention rate with participation growing from the initial 2000 participant families to 20,000. 69% of the beneficiaries are single parent families and households with handicapped. It is now bench marked by four other major cities and provinces and the Korean government is preparing to launch a similar program nation-wide in 2010 for 180,000 families.

## **EUROPE AND NORTH AMERICA**

### **Canada - 1<sup>ST</sup> Place Winner**

**Initiative : 657 – Ensuring Fiscal Equity (Assurer L'équité Fiscale )**  
**Institution: Revenu Québec**

Revenue Quebec created a system comprising an integrating data-base that computes complex algorithms called "Wealth Indicators" that verifies the fiscal status of citizens by combining data about their individual assets. Discrepancies between assets and income declared have greatly facilitated the identification of tax evaders. The initiative has involved stakeholders and 300 Ministries and agencies are working together. According to local surveys, it has also received the support of citizens. Thanks to this new initiative, Quebec has recuperated 175 million dollars in tax evasion, providing money that can be utilized in social programmes and on improving services. Government officials from various countries have visited Quebec to learn more about this initiative to fight tax evasion and to ensure greater revenues for the delivery of services.

### **Italy - 2<sup>nd</sup> Place Winner**

**Initiative : 651 - INPS Mobile Counter for Disabled and Elderly People**  
**Institution: Istituto Nazionale della Previdenza Sociale (INPS)**

Sidewalks can be architectural barriers for people in wheel chairs, making access to important public services often challenging for the disabled and elderly. The National Institute of Social Security (INPS) worked toward improving access for their disadvantaged customers by reaching them at home through an initiative entitled the Mobile Counter that utilizes the telephone and other forms of information and communication technology. Elderly people aged over 80, and the disabled are entitled to the Mobile Counter benefits. A PIN code is provided to them by a letter. After receiving the PIN code they can contact the Mobile Counter and submit their service request. The Mobile Counter allows for a significant reduction in expenses in the management of public services and the reply time for problem solving for such groups.

## **WESTERN ASIA**

### **Saudi Arabia - 1<sup>ST</sup> Place Winner**

**Initiative: 691 - Development of e-Education**  
**Institution: King Saud University**

This initiative is focused on developing an e-learning environment at King Saud University for the benefit of the students, staff, and faculty members. Phase one involved building the skills and insight among faculty to enable them to deliver traditional courses through online education programs with adequate understanding of e-learning processes. In the second phase emphasis was placed on providing technical support for students to allow them to use the e-learning programs, and to make a gradual transition from the traditional course delivery formats, to e-learning. In the third phase of the programme priority was placed on encouraging research and scientific publishing in the field of e-learning.

## **Oman - 2<sup>nd</sup> Place Winner**

**Initiative : 702 - Manpower IT Enabled Service Centre**

**Institution: Ministry of Manpower**

The Ministry of Manpower in Oman has established the SANAD Service centres, which are operated by young Omanis, to provide a number of services to promote employment, including the electronic renewal of immigrants' working permits, reducing the processing time from 1 to 3 months to 1 week, with up to 500,000 renewals per year. Departments work in an integrated way to provide these services and a 'smart form' has been created. This initiative won a national award in the past and it is being adopted by other ministries.

The prime objective of the SANAD IT Enabled Service (ITES) Centre program is to create gainful employment and business opportunities for the Nation's Youth by delivering ICT Enabled Services from government and corporate sectors to the public, electronically. With the innovative model of encouraging entrepreneurship involving the use of Technology, the SANAD model has resulted in various benefits. From the government perspective it enhances the infrastructure of the country by increasing the Points of contact for citizen services and improving public service delivery. It supports SANAD objectives of creation of knowledge workers through a unique & innovative business model that is technology driven & scalable as per public adoption rates. This has resulted in self-employment opportunities for Omani youth, supported with professional training and government sponsorship. For both citizen and businesses there is increased convenience in using the ITES centres as a multi-service vending facility.

## **Category 3**

### **Fostering participation in public policy-making decisions through innovative mechanisms**

#### **ASIA AND THE PACIFIC**

#### **Japan - 1<sup>ST</sup> Place Winner**

**Initiative : 818 - Collaboration Testing**

**Institution: Saga Prefectural Government**

Saga Prefecture has devised a new approach called "collaboration testing" to promote public-private knowledge sharing and collaboration arrangements that enhance the quality of public service delivery. It has created a platform for the exchange of ideas between government, civil society organizations (CSOs) and the private sector on how to improve public services both through a physical center, town meetings and through on-line collaboration. Collaboration testing has increased transparency by disclosing information about public services making this information available on-line and, according to their surveys, increased citizens' satisfaction. Out of 582 proposals from CSOs and the private sector, the government has adopted 351 proposals and so far implemented 290 public services based on these proposals.

## **Australia - 2<sup>nd</sup> Place Winner**

**Initiative : 648 - Gold Coast Water**

**Institution: Gold Coast Water, Gold Coast City Council**

Water scarcity is one of Australia's biggest challenges. For almost a decade, many parts of Eastern Australia have been battling one of the most severe droughts in the country's recorded history, known as the Millennium Drought. For the Gold Coast City, the Millennium Drought has caused significant adversity, but also provided a catalyst for change, as demonstrated by Gold Coast Water (GCW), a business unit of Gold Coast City government responsible for water services for the city. GCW developed a series of key strategies in close collaboration with the community and stakeholder representatives to address water supply, demand management, and water recycling under an initiative entitled Waterfuture. Community involvement and the development of a sense of ownership of the water resource among them have changed the way in which the Gold Coast community values water. This has consequently resulted in behavioral change, with the community now understanding and respecting the importance of water conservation. Prior to the Millennium drought the average daily water use of the Gold Coast with a population of 409,000 was 182 ML/d. During the later stages of the drought, with a population of 505,000 the average daily water consumption was just 157 ML/d.

## **EUROPE AND NORTH AMERICA**

### **Italy - 1<sup>ST</sup> Place Winner**

**Initiative : 642 - Youth in the Law Hall , (Ragazzi in Aula)**

**Institution: Regione Piemonte-Consiglio Regionale del Piemonte**

This initiative is based on the concept of "open government". It enables secondary students and their teachers to participate in law drafting sessions of the regional Council and to personally experience the decision-making processes that characterize the local legislative assembly. The main aim of the program is to communicate to young people the importance and necessity of voicing and contributing their ideas to government, and to do so in an appropriate manner, given the regulations that govern these processes. Since its inception in 1998, 200 secondary schools have participated and 550 bills have been tabled. Some of laws proposed by students have actually been debated by the Regional Parliament. The approval of the regional law *Sundial Valorification* is an example of the results of the initiative, and its potential to impact participatory democracy. The costs of initiative are relatively low compared to the positive outcomes.

## **LATIN AMERICA AND THE CARIBBEAN**

### **Brazil - 1<sup>ST</sup> Place Winner**

**Initiative: 680 - Support Programme for Integrated and Sustainable Development of the Protected Environment Zone, Pratigi (Programa de Apoyo al Desarrollo Integrado y Sostenible del APA del Pratigi)**

**Institution: Guardia da APA do Pratigi- Organización de la Sociedad Civil de Interés Público, Califica**

In 2000 the government of the State of Bahia and the Federal government initiated a sustainable and integrated regional development model based on participatory governance and aimed at achieving the Millennium Development Goals. This integrated model was designed to create new decision making participatory mechanisms that focused on human, social, economic development, and environment sustainability in the South Bajo Region toward achieving the social and economic integration of the local disenfranchised populations. This initiative, which rapidly resulted in tangible results for the eradication of poverty and social exclusion, mainly focused on the decentralization of decision making mechanisms, private-public partnerships, and the establishment of a new legal framework more favorable to citizen engagement.

## **WESTERN ASIA**

### **Lebanon – 1<sup>st</sup> Place Winner**

**Initiative : 770 - A new Management Approach to Parliamentary Elections in Lebanon**  
**Institution: Lebanese Ministry of Interior and Municipalities**

As a result of new management approaches adopted in administrating elections, the Ministry of the Interior and Municipalities (MOIM) achieved a number of successes which have raised the benchmark for any future elections. The main successes could be classified under four headings, as follows: effectively managing the changes that were required under the new elections law; 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 administration to a more interactive and responsive entity that continuously shares information vastly.

## **Category 4** **Advancing Knowledge Management in Government**

## **ASIA AND THE PACIFIC**

### **Australia – 1<sup>st</sup> Place Winner**

**Initiative : 670 - Knowledge Network**  
**Institution: National Blood Authority**

Through this knowledge network initiative the National Blood Authority (NBA) has maintained an adequate supply of blood, plasma and recombinant products to meet 100% of identified clinical need since 2003. There has been no recurrence of the previous supply shortfalls. Establishment of the network has enabled them to develop more robust risk analysis and risk mitigation strategies based on an in-depth understanding of how products are used, the supply chain, and product production. Based on a detailed needs assessment this initiative has addressed the challenges of achieving reliable and appropriate supplies of safe and affordable blood products through a well thought through and well implemented strategy for cooperation between public and private actors to provide citizens with a more secure supply of high quality blood products, better value for money, and more appropriate use of products.



## **Japan – 2<sup>nd</sup> Place Winner**

**Initiative : 820 - Innovation "SAGA" Project**

**Institution: Saga Prefectural Government**

Since 2007, this initiative has created a knowledge-sharing platform where public administration demonstrates new social demands for the public sector and offers an experiment field, inside government, where private enterprises offer the latest technologies and know-how in response to new social demands. In this way, the public and private sectors share their existing knowledge. The Saga Prefectural Government has developed the following three innovations with the private enterprises. The first is the creation of new solutions with the latest technologies especially with ICT. The second is the creation of new business opportunities for local small and medium-sized enterprises with nation-wide or global enterprises with cutting-edge technologies. The third is the creation of new work styles in public administration that improves operating effectiveness in the public sector.

## **WESTERN ASIA**

### **Oman – 1<sup>st</sup> Place Winner**

**Initiative : 692 - Hospital Information System**

**Institution: Ministry of Health**

The e-Health application, called Al-Shifa, is an in-house system designed and owned by the Ministry of Health. It was designed with consultation and collaboration between in-house developers and end-users (medical staff), and by adapting practices of other renowned medical facilities in the world to suit the operational environment of Oman. The system maintains an audit trail that records the previous information prior to making any changes, the details of the changes made, and the details of the user that made the changes and the date and time of the changes. As the patients' data cannot be lost and presented to medical professionals in a more suitable format, there is tremendous gain in time as far as understanding the patient's health situation and providing appropriate treatment. This has resulted in savings of 60 % of the time previously used in tracing the personnel who last treated the patient for clarification and follow-up.

### **Bahrain – 2<sup>nd</sup> Place Winner**

**Initiative : 741 - National Enterprise Architecture Framework**

**Institution: eGovernment Authority, Kingdom of Bahrain**

The e-Government Authority has taken initiative to design the Enterprise Architecture Framework at the national level (NEAF) as a pilot model to study the public sector's existing architectural environment. It consists of the following: reference architecture, standards and best practices, guidelines and policies along with governance and compliance routines to be adhered to by each ministry/agency. The design of Enterprise Architecture is a phased approach covering the baseline architecture (As-Is), target architecture (To-Be), gap analysis and finally the implementation roadmap and migration plan.