Compendium of Best Practices and Innovations in Public Administration

The Critical Role of Innovative Public Administration in Achieving the Millennium Development Goals

Success Stories from Winners of the 2010 United Nations Public Service Awards

United Nations
Department of Economic and Social Affairs

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DESA MISSION STATEMENT

The Department of Economic and Social Affairs of the United Nations Secretariat is a vital interface between global policies in the economic, social and environmental spheres and national action. The Department works in three main interlinked areas: (i) it compiles, generates and analyses a wide range of economic, social and environmental data and information on which Member States of the United Nations draw to review common problems and to take stock of policy options; (ii) it facilitates the negotiations of Member States in many intergovernmental bodies on joint courses of action to address ongoing or emerging global challenges; and (iii) it advises interested Governments on the ways and means of translating policy frameworks developed in United Nations conferences and summits into programmes at the country level and, through technical assistance, helps build national capacities.

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The designations “developed” and “developing” economies are intended for statistical convenience and do not necessarily imply a judgment about the stage reached by a particular country or area in the development process. The term “country” as used in the text of this publication also refers, as appropriate, to territories or areas. The term “dollar” normally refers to the United States dollar ($).

The views expressed are those of the individual authors and do not imply any expression of opinion on the part of the United Nations.
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Adriana Alberti, Coordinator of the United Nations Public Service Awards of DPADM, coordinated the preparation of this publication and co-authored the Introduction with Lois Warner, Associate Governance and Public Administration Officer in DPADM. Lois Warner also prepared five of the case studies, as follows: Bahrain’s national e-government portal, Brazil’s regional development programme, Saudi Arabia’s e-trade system, Saudi Arabia’s development of e-education, and Lebanon’s new management approach to parliamentary elections.

The case studies listed below were prepared by the 2010 Public Service Award winners and members of their institutions: Statewide Attention on Grievances by Application of Technology (SWAGAT), India, by A. K. Aharma, Hetal Desai and Gautam Patel, Chief Minister’s Office, Government of Gujarat; Hope-Plus and Ggum-Na-Rae Savings Accounts, Republic of South Korea; Welfare Policy Division, Municipal Government of Seoul (add name of individual); Tandem in Science: Network for Integration Projects, Germany by Paul-Ehrlich-Institut (add name of individual); Manpower IT Enabled Service Centre, Sultanate of Oman by Redha Ahmed Al Lawati, Deputy Director of Information Systems, Ministry of Manpower; Albania’s Electronic Procurement System (ALBEPS), Albania by Enkeleida Alimemaj, Public Procurement Agency; Collaboration Testing, Japan; Innovation Saga Project, Japan by Haruji Kuroiwa, Chief Human Resource Administrator, Saga Prefectural Government; Ensuring Fiscal Equity: Wealth Indicators, Canada by Lise Lamarche, Revenu Québec; Madania Civil Status System, Tunisia by Hasan Slim, Ministry of the Interior and Local Development; Property and Business Formalisation Programme (MKURABITA), Tanzania by Seraphia Mgembe, Director of Finance and Administration; Knowledge Network, Australia by Alison Turner, National Blood Network, Building Resources in Democracy, Governance and Elections (BRIDGE), Australia by the Australian Electoral Commission, Hospital Information Systems, Sultanate of Oman by the Ministry of Health and National Enterprise Architecture Framework, Kingdom of Bahrain by the e-Government Authority.

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INTRODUCTION
Overview of the
United Nations Public Service Awards

“Meeting the Millennium Development Goals is everyone’s business. Falling short would multiply the dangers of our world—from instability to epidemic diseases to environmental degradation. But achieving the goals will put us on a fast track to a world that is more stable, more just and more secure.”

Ban-Ki-moon, United Nations Secretary-General

At the start of the new millennium, the heads of state and government joined together in recognition of a collective responsibility to uphold principles of human dignity, equality and equity within nations as well as globally. It was clear that reducing poverty would increase the likelihood of creating an environment where these principles could be upheld. It was also clear that achieving such an environment would depend to a great extent on good governance and public administration. Achieving good governance and public administration would build first on internationally agreed goals and objectives, and although a single model of governance could not be appropriate for all countries, all would benefit from free-flowing discussion of problem-solving methods and strategies to improve governance.

The United Nations Millennium Development Goals (MDGs), outlined in Box 1 on the next page, provide the frame of reference for achieving good governance. When world leaders adopted the MDGs in 2000, they signaled a new direction in governance by communicating the highest level of political commitment to improving governance within individual societies and worldwide.
Box 1: Millennium Development Goals and Accompanying Targets

1. **Eradicate extreme poverty and hunger.**
   - Reduce by half the proportion of people living on less than $1 a day.
   - Reduce by half the proportion of people who suffer from hunger.

2. **Achieve universal primary education.**
   - Ensure that all boys and girls complete a full course of primary schooling. Increased enrollment must be accompanied by efforts to ensure that all children remain in school and receive a high-quality education.

3. **Promote gender equality and empower women.**
   - Eliminate gender disparity in primary and secondary education, preferably by 2005, and at all education levels by 2015.

4. **Reduce child mortality.**
   - Reduce by two thirds the mortality rate among children under the age of 5.

5. **Improve maternal health.**
   - Reduce by three quarters the maternal mortality ratio.

6. **Combat HIV/AIDS, malaria and other diseases.**
   - Halt and begin to reverse the spread of HIV/AIDS.
   - Halt and begin to reverse the incidence of malaria and other major diseases.

7. **Ensure environmental sustainability.**
   - Integrate the principles of sustainable development into country policies and programmes; reverse the loss of environmental resources.
   - Reduce by half the proportion of people without sustainable access to safe drinking water.
   - Achieve significant improvement by 2020 in the lives of at least 100 million slum dwellers.

8. **Develop a global partnership for development.**
   - Develop further an open trading and financial system that is rule-based, predictable and non-discriminatory. This includes a commitment to good governance, development and poverty reduction—nationally and internationally.
   - Address the least-developed countries' special needs. This includes tariff- and quota-free access for their exports, enhanced debt relief for heavily indebted poor countries, cancellation of official bilateral debt and more generous official development assistance for countries committed to poverty reduction.
   - Deal comprehensively with developing countries' debt problems through national and international measures to make debt sustainable in the long term.
   - In cooperation with the developing countries, develop decent and productive work for youth.
   - In cooperation with pharmaceutical companies, provide access to affordable essential drugs in developing countries.
   - In cooperation with the private sector, make available the benefits of new technologies, especially information and communications technologies.

The United Nations Public Service Awards (UNPSA) Programme is a major project aimed at improving governance and public administration. It is, therefore, integral to the achievement of the MDGs. The programme provides the framework and processes for analysing, evaluating and documenting innovations in governance and public administration.

The United Nations Public Service Awards are the most prestigious international recognition of excellence in public service. They reward public institutions in countries around the world for their creative achievements and contributions to more effective and responsive public administration. Through
an annual competition, the UNPSA Programme promotes the role, professionalism and visibility of public service. It recognizes institutional efforts to design, provide and expand services to citizens in a cost-effective manner while promoting people’s participation in defining their needs and designing their own strategies to address them. In short, the programme encourages exemplary public service, recognizing that democracy and successful governance are built on a competent civil service.

The United Nations received more than 200 nominations for the 2010 Public Service Awards. Ultimately, 23 prizes were awarded for innovative projects in 15 different countries: Albania, Australia, the Kingdom of Bahrain, Brazil, Canada, Germany, India, Italy, Japan, Lebanon, the Sultanate of Oman, the Republic of Korea, Saudi Arabia, Tanzania and Tunisia. First- and second-place winners were chosen from up to five different regions in four different categories:

- Category 1: Improving transparency, accountability and responsiveness in the public service.
- Category 2: Improving the delivery of services.
- Category 3: Fostering participation in policymaking decisions through innovative mechanisms.
- Category 4: Advancing knowledge management in government.

The following section provides more information on the awards categories, and more details about the genesis, purpose and scope of the UNPSA Programme.

The chapters that follow present summaries of the award-winning projects. The purpose of collecting and disseminating these success stories is to create a global learning platform for public administration. The United Nations Committee of Experts on Public Administration, in the report of its fifth session, stated that governments around the world need to break with “business as usual” and engage in more innovative ways of organizing their institutions, deploying their resources and delivering public services (E/2006/44). The Committee highlighted the problem-solving nature of innovation and stressed that if developing countries want to achieve the MDGs, they need to depart from old practices.

For those engaged in improving public-sector performance, discovering how public institutions around the world have solved difficult governance challenges can be a powerful inspirational tool and a source of practical guidance. Therefore, each case study in this collection describes the initial problem, the solution that was implemented in response, the prospects for sustaining and replicating the innovative practices, and lessons learned from the experience.

Frequently Asked Questions about the UNPSA Programme

1. **Why was the UN Public Service Awards Programme established?**

Governments around the world face increasingly complex demands from their citizens, along with significant changes in the global environment. At the national level, they may be grappling with difficult social and economic issues such as poverty, unemployment, poor education systems, health epidemics (including HIV/AIDS and the avian influenza) and environmental degradation. At the same time, they are being called upon to readjust their policies and skills to integrate effectively into the world economy.

Overall, governments have three main challenges:

- First, they must operate and provide more far-reaching and higher-quality services with reduced resources and limited operational capacities. That is to say, governments must use their resources
and build capacities not only more effectively but also more creatively, by, for example, enlisting the support of the private sector and civil society in service delivery.

- Second, they must make public institutions more accountable, responsive and effective by promoting a more citizen-oriented public administration.
- Third, and most important, they must respond more adequately to citizens’ demands for greater participation in public policymaking.

Although government is still central to society, it is now widely recognized that civil society and the private sector also have an important role to play in this sphere. Citizens no longer perceive themselves as passive “consumers” of government services but as part of the solution to handle emerging issues more effectively. Deepening democracy to provide opportunities not only for improved representation but also for more active participation and engagement in public affairs requires innovative institutional mechanisms, processes and policies.

As a consequence, several countries around the world are attempting to revitalize their public administration and make it more proactive, more efficient, more accountable and especially more service-oriented. To accomplish this transformation, governments are introducing innovations in their organisational structure, practices, capacities and methods of mobilizing and deploying all kinds of resources—human, material, informational, technological and financial—to deliver services to remote, disadvantaged and challenged people.

Such efforts are yielding innovative ways to improve the performance of public administration and empower it to effectively initiate, plan and implement national and regional development policies. However, there is a strong need to acknowledge and share these success stories internationally. To that end, the United Nations Public Service Awards Programme was launched to promote and support the Member States’ efforts to improve public-sector performance.

2. When and how was the UN Public Service Awards Programme established?

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

As reiterated by the General Assembly in its resolution 57/277 in 2003:

Efficient accountable and transparent public administration, at both the national and international levels, has a key role to play in the implementation of internationally agreed goals, including those contained in the United Nations Millennium Declaration, and in that context [the General Assembly] stresses the need to strengthen national public sector administrative and managerial capacity-building, in particular in developing countries and countries with economies in transition.

Therefore, as part of resolution 57/277, the General Assembly designated 23 June as United Nations Public Service Day. This day is intended to annually celebrate the value and virtue of service to the
community, highlight the contribution of public service in the development process, recognize the work of public servants and encourage young people to pursue careers in the public sector. Since 2003, the United Nations Public Service Awards have been bestowed on Public Service Day for contributions made to the cause of enhancing the role, prestige and visibility of public service.

3. What is the overall purpose of the UN Public Service Awards Programme?

The overall purpose of the United Nations Public Service Awards is to recognize the institutional contributions made by public servants to enhance the role, professionalism, image and visibility of the public service (Economic and Social Council decision 2000/231). The programme’s more specific objectives are as follows:

- To reward service to citizens and motivate public servants worldwide to sustain the momentum of innovation and continue improving the delivery of public services.
- To collect and disseminate successful practices and experiences in public administration in order to support efforts to improve country-level public-service delivery.
- Through success stories, to counterbalance any negative image of public administration, raise the image and prestige of public servants and revitalize public administration as a noble discipline on which development greatly depends.
- To enhance professionalism in the public service by rewarding successful innovations and excellence in the public service.

In brief, the awards aim to:

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

4. Who manages the UN Public Service Awards Programme?

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

5. What are the eligibility criteria?

All public agencies at national and subnational levels, as well as public-private partnerships and organisations performing outsourced public-service functions, are eligible for nomination. In order to level the playing field for countries with varying levels of development and income, nominees are considered from five separate regions: Africa; Asia and the Pacific; Europe and North America; Latin America and the Caribbean; and Western Asia.

Nominations have to be made by an entity other than the institution being nominated; i.e., self-nominations will not be accepted. Eligible nominators include government departments and agencies, universities, non-governmental organisations, professional associations, etc. Purely scientific innovations (e.g., in medical or environmental science) do not qualify for the United Nations Public Service Awards.
6. **What are the award categories and the criteria for selecting winners?**

The categories and criteria for selection have evolved over time. For the years 2003 and 2004, awards were given in the following four categories:

- Improvement of public-service results.
- Improvement of the quality of the public-service process.
- Innovations in public service.

For the 2005 awards, the categories were readjusted to:

- Improving transparency, accountability and responsiveness in the public service.
- Improving the delivery of services.
- Application of information and communication technology (ICT) in government: e-government.

For 2006, the awards were given in three categories:

- Improving transparency, accountability, and responsiveness in the public service.
- Improving the delivery of services.
- Application of information and communication technology (ICT) in government: e-government.

In 2007 and 2008, the first two categories remained the same but the third category changed:

- Improving transparency, accountability, and responsiveness in the public service.
- Improving the delivery of services.
- Fostering participation in policymaking decisions through innovative mechanisms.

In 2009 and 2010, the United Nations Public Service Awards were given in the following four categories:

- Improving transparency, accountability and responsiveness in the public service.
- Improving the delivery of services.
- Fostering participation in policymaking decisions through innovative mechanisms.
- Advancing knowledge management in government.

In 2011, the categories are as follows:

- Preventing and combating corruption in the public service;
- Improving the delivery of public services;
- Fostering participation in policymaking decisions through innovative mechanisms;
- Advancing knowledge management;
- Promoting gender-responsive delivery of public services.

The readjustment of the categories is a reflection of the thinking process that has been ongoing since the launching of the awards. The focus has been not only on implementing the awards process and ceremony but also on improving the UNPSA Programme itself.

The awards criteria used in 2010 were as follows.
## Category 1
Improving transparency, accountability and responsiveness in the public service

<table>
<thead>
<tr>
<th>CRITERIA</th>
<th>DESCRIPTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Promotes transparency</td>
<td>Creates mechanisms to increase the public’s ability to observe, monitor and analyse government decision-making and processes. The mechanisms can be documentary, face-to-face, meetings and/or electronic.</td>
</tr>
<tr>
<td>Promotes accountability</td>
<td>Utilizes documentation in various forms which can serve as evidence of a government’s conformity to legal, procedural and fiscal requirements, and improves processing of complaints and handling of grievances.</td>
</tr>
<tr>
<td>Promotes responsiveness</td>
<td>Enhances the monitoring and filtering of public opinion and the views of concerned sections of the community, and includes an obligation to share information and demonstrate openness through consultative mechanisms with the public.</td>
</tr>
<tr>
<td>Promotes equity</td>
<td>Extends service delivery to vulnerable groups and/or enables service delivery to a wider population, particularly through mechanisms that promote social inclusion relating to gender equality, cultural diversity, the youth, elderly, disabled and other vulnerable populations.</td>
</tr>
<tr>
<td>Transforms administration</td>
<td>Involves transformation within a large framework rather than incremental improvements. Innovative methods, tools and techniques, in the context of a given country or region, are applied to themes such as modernization, change of organisational culture, administrative reforms or the overhaul of government service delivery procedures.</td>
</tr>
<tr>
<td>Introduces a new concept</td>
<td>Introduces a unique idea, distinctively new approach to problem solution, or unique policy or implementation design, in the context of a given country or region, for transparency, accountability and responsiveness in the public service.</td>
</tr>
</tbody>
</table>

## Category 2
Improving the delivery of services

<table>
<thead>
<tr>
<th>CRITERIA</th>
<th>DESCRIPTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increases efficiency</td>
<td>Streamlines processes, reduces red tape, and improves coordination and other measures increasing efficiency. An increase in efficiency must be supported by quantifiable indicators, surveys, questionnaires, etc.</td>
</tr>
<tr>
<td>Provides high-quality service delivery</td>
<td>Provides timeliness, courtesy, access and client-orientation in public-service delivery. Includes the availability of government services at times and in ways that are more convenient to the public, speedy processing of applications or claims, reduction in the amount of paperwork and other activities citizens must perform in order to demonstrate compliance.</td>
</tr>
<tr>
<td>Transforms administration</td>
<td>Involves transformation within a large framework rather than incremental improvements. Innovative methods, tools and techniques, in the context of a given country or region, are applied to themes such as modernization, change of organisational culture, administrative reforms or the overhaul of government service delivery procedures.</td>
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<td>Introduces a new concept</td>
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</tr>
</tbody>
</table>
## Category 3

**Fostering participation in policymaking decisions through innovative mechanisms**

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

## Category 4

**Advancing knowledge management in government**

<table>
<thead>
<tr>
<th>CRITERIA</th>
<th>DESCRIPTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increases efficiency</td>
<td>Streamlines processes, reduces red tape, and improves coordination and other measures increasing efficiency through the application of knowledge management processes. An increase in efficiency must be supported by quantifiable indicators, electronic surveys, questionnaires, etc.</td>
</tr>
<tr>
<td>Provides high-quality service delivery</td>
<td>Provides timeliness, courtesy, access and client-orientation in public-service delivery. Includes the availability of e-government services at times and in ways that are more convenient to the public, speedy processing of applications or claims, reduction in the amount of paperwork and other activities citizens must perform in order to demonstrate compliance.</td>
</tr>
<tr>
<td>Transforms administration</td>
<td>Involves transformation within a large framework rather than incremental improvements. Innovative methods, tools and techniques, in the context of a given country or region, are applied to themes such as modernization through the provision of e-government services, change of organisational culture, administrative reforms or the overhaul of government service delivery procedures and the application of knowledge management processes.</td>
</tr>
<tr>
<td>Facilitates e-participation</td>
<td>Enables governments—policymakers and public officials—to better interact with the public, particularly individual citizens, and allows citizens, for instance, to better express their needs through electronic means, participate in and influence policymaking, comment on policy implementation, provide feedback on government services (on- and off-line services) and file complaints.</td>
</tr>
<tr>
<td>Introduces a new concept</td>
<td>Introduces a unique idea, distinctively new approach to problem solution through the application of new knowledge management techniques, or unique policy or implementation design, in the context of a given country or region, for</td>
</tr>
</tbody>
</table>
greater participation of citizens in policymaking decisions, particularly the poor.

<table>
<thead>
<tr>
<th>Promotes accountability</th>
<th>Utilizes documentation in various forms which can serve as evidence of a government's conformity to legal, procedural and fiscal requirements, and improves processing of complaints and handling of grievances through e-applications.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Promotes transparency</td>
<td>Creates electronic mechanisms to increase the public's ability to observe, monitor and analyse government decision-making and processes.</td>
</tr>
</tbody>
</table>

7. **What are the main steps of the UN Public Service Awards application and selection process?**

The competition starts every year with a call for nominations; it ends with the celebration of United Nations Public Service Day and the awards ceremony. There is a two-stage process for submitting nominations and selecting winners.

**Stage 1.** An application form has to be completed online in one of the six official United Nations languages (Arabic, Chinese, English, French, Russian or Spanish). The deadline for application is in the winter of each year. As noted in the answer to question 6, self-nominations are not accepted; nominations must be made by another entity.

**Stage 2.** Upon receipt of the applications, the Division for Public Administration and Development Management (DPADM) screens the nominations and asks selected candidates to submit additional information, such as letters of reference, evaluation and audit reports, results of client surveys, etc. DPADM then verifies the information in the nomination documents and shortlists candidates for consideration by the United Nations Committee of Experts on Public Administration (CEPA).

CEPA is a subsidiary body of the Economic and Social Council (ECOSOC). The Committee, which was established by ECOSOC in its resolution 2001/45, comprises 24 experts appointed for four years who serve in their personal capacity. The experts are nominated by the UN Secretary-General, in consultation with Member States, and approved by the Economic and Social Council.

CEPA reviewers assess each UNPSA nomination using an evaluation form designed for each category of the awards. After due consideration, the Committee makes its recommendations to the UN Secretary-General concerning first- and second-place winners in each category. The winners of the awards are officially announced in April or May.

8. **How are winners of the United Nations Public Service Awards honored?**

Winners of the UN Public Service Awards are celebrated every year on Public Service Day, 23 June. Awardees are invited to participate in a ceremony where they receive a United Nations certificate of recognition and a trophy. The awards ceremony is also webcast live through the UN website at www.un.org. Since the first awards ceremony in 2003, the United Nations has received an increasing number of submissions from all over the world. Information regarding past UNPSA ceremonies is available online at www.unpan.org/dpepa_paward.asp, in the section on Public Service Day.

9. **What efforts are made to disseminate information about the awards and winners?**

Information about the awards (including eligibility criteria and details about the nomination process) is widely disseminated among all permanent missions to the United Nations, government ministries and
agencies in charge of public service in Member States, institutional partners of DPADM, United Nations Development Programme Country Offices; UNPAN Regional Centers and the Regional Commissions.

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

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


A brochure aimed at increasing publicity about the awards is distributed by DPADM at each international or regional conference, meeting or forum that it participates in.

Finally, DPADM also requires winners to publicize their awards in order to further promote the UNPSA Programme, raise awareness of UN Public Service Day and encourage public institutions in their country to apply for additional Public Service Awards. Winners are encourage, for example, to generate media coverage by issuing press releases and giving interviews to magazines, newspapers, television programmes, etc.
## 2010 Category 1 Innovative Initiatives

Improving Transparency, Accountability and Responsiveness in the Public Service

### 1st Place Winners

<table>
<thead>
<tr>
<th>Region</th>
<th>Country</th>
<th>Initiative</th>
<th>Description</th>
<th>Pg</th>
</tr>
</thead>
<tbody>
<tr>
<td>Asia and the Pacific</td>
<td>Republic of Korea</td>
<td>Women-Friendly City Project</td>
<td>A project to encourage public policymakers to accommodate the needs of women when designing and implementing policies.</td>
<td></td>
</tr>
<tr>
<td>Europe and North America</td>
<td>Germany</td>
<td>Tandem in Science, Network for Integration Projects</td>
<td>A networking approach to generating jobs for disabled people, with attention to matters from initial career planning to educational specialization.</td>
<td></td>
</tr>
<tr>
<td>Western Asia</td>
<td>Kingdom of Bahrain</td>
<td>National e-Government Portal – Bahrain.bh</td>
<td>An e-government strategy to improve the delivery of public services to citizens by increasing the transparency of government operations, the responsiveness of government processes and the accountability of government officials.</td>
<td></td>
</tr>
</tbody>
</table>
Asia and the Pacific
Republic of Korea
2010 Category 1 - 1st Place Winner
Women-Friendly City Project
Women Policy Division, Seoul Metropolitan Government

Description
This initiative is designed to encourage public policymakers to accommodate the needs of women when designing and implementing policies.

Summary
In 2007, Seoul launched the Women-Friendly City Project, comprising 90 sub-projects. The intention was to promote gender equity in the city by making public-policy decision makers more attentive to the needs of Korean women. At first the programme facilitated special consideration of women in matters of employment, economic prosperity, convenience and safety. Later the initiative was expanded to also include roads, transportation, culture and housing. As a result, every department in the municipal government is now encouraged to make policies that reflect the perspectives of women.

The Problem
Women-centred policymaking by the Korean central government focused mainly on protecting women, preventing gender discrimination and increasing civic rights. These efforts were notable in providing the legal and institutional frameworks for developing the country’s female resources, and gender equality improved considerably. However, many benefits, in accordance with previous policies, were available only to the underprivileged, and most women did not fit into that category. Therefore, many policies did not directly benefit the majority of women in Seoul. Furthermore, when it came to the “substantial” equality of women, there still remained much room for improvement, particularly in the areas of employment, parenting and welfare. In addition, the basic framework of the policies failed to reflect the divergent needs of women living in suburban provinces and those living in the metropolis. According to an Internet survey of Seoul residents, about 67 percent of women felt insecure or frustrated with city life. They experienced inconveniences in their access to public restrooms, public transportation, parking lots, childcare facilities and pedestrian walkways.
The Solution

The Women-Friendly City Project reflects wide-ranging efforts to incorporate the perspectives and needs of women into a broad array of city planning policies. The aims were to minimize the inconvenience and insecurity that women experience in their everyday lives, to enhance their civic participation and to create a city where women could be comfortable and content.

Oh Se-Hoon, Mayor of Seoul, proposed the initiative. Although the Women and Family Policy Affairs Office was originally responsible, across the board, for managing the formulation and implementation of women’s policies, every department of the Seoul Municipal Government was tasked with designing, implementing and evaluating specific programmes. To promote citizen participation in policy decision-making, an extensive Citizen Participation project was launched at the level of agency personnel, among women’s policy experts, housewives, and college students. Civil society was also involved in the policymaking process to consistently bring the perspectives of women on board.

The project was launched in 2007 with the intention of promoting “substantial” happiness among women. This initiative included 90 sub-projects addressing the frustration women faced regarding employment, convenience, prosperity, and safety. Ultimately, the full range of areas covered expanded to include roads, transportation, culture, housing, etc. Thus, considerable improvements in city facilities and services were achieved. The number of public women’s restrooms increased steadily, from 87 in 2007 to 378 in 2008 and 1,049 in 2009. Women-friendly parking lots were installed near entrances to buildings, and the number of elevators rose from 68 in 2007 to 4,622 in 2008 and 23,324 in 2009. To improve safety conditions for women, 594 emergency bells, 1,264 closed-circuit television monitors, and an additional 2,524 lights were installed to enhance the brightness of parking lots.

For women’s safe return home at night, a brand-call taxi system was put into operation with a “safe-return-home service” that sends information to passengers’ parents or guardians at the start of the ride. A total of 6,580 taxi drivers in 2008 and 22,099 in 2009 were registered with the system, and about 106,679 people used the service during those years.

Women who had to quit their jobs because of pregnancy or childcare responsibilities were offered assistance in finding new jobs or starting their own businesses. In 2007, 8,076 jobs were provided, growing to 10,220 in 2008 and 32,715 in 2009.

In 2009, the Seoul Child Care Centre was established to provide high-quality child care facilities (including 1,999 certified centres). In addition, almost 70 kilometers of women-friendly walkways, 50 parks and two model apartment complexes were created to make everyday living more convenient and safe for women. Standard manuals (guidelines) for restrooms, parking lots, walkways, parks, etc., are available for use in designing and constructing similar facilities in the private sector, and after an on-site inspection, certification or a “women-friendly facility mark” is awarded to excellent facilities (there are 258 to date). Though these projects were initially launched in the public sector, they are gradually now expanding into the private sector in this manner.

The Women Policy Division relied substantially on existing human resources and worked within the pre-approved budget for each department, and in general, there was enormous support for the project from the public at large. Thanks to such comprehensive efforts, citizens’ satisfaction in women-related areas increased considerably. According to the Citizens’ Evaluation of Administrative Services survey, 83.2 percent of respondents reported satisfaction in 2008, up from 68.2 percent in 2007. A remarkable increase in satisfaction occurred in women’s perception of safety, in particular: from 46 percent in 2007 to 70.3 percent in 2008.
Replicability and Sustainability
This initiative has been generally accepted and its international applicability widely recognized. The Ministry of Gender Equality of the Korean central government drafted and implemented a plan to expand the Women-Friendly City nationwide, based on the Seoul City initiative. The model has already been adopted by the cities of Busan, Inchoen and Iksan and by the local governments of Jonlanamdo province and Gyeonsangbukdo province. Several benchmarks for best practices were derived from the project by numerous organisations in Korea and abroad. In addition, at the second Metropolis Women International Network Forum, held in October 2009, participants from 40 cities in 35 countries around the world, representing four major international organisations, adopted the Seoul Declaration, which identified Seoul City’s Women-Friendly City Project as exemplary. The project was also highly commended by the UN Commission on the Status of Women in 2008 and 2009.

Three components contribute to the effective transfer and replication of this initiative. They are cultural transformation, public-sector cooperation and the establishment of an appropriate legal framework.

Lessons Learned
The role that leadership and citizen-centric approaches played in the success of this initiative shows how important these factors are in innovating change. The deputy mayor led the task force team that resolved problems throughout the process. The mayor, who was the senior policy decision maker, consistently and thoroughly reviewed the status of the projects. He also regularly collected opinions and ideas from his supporting staff and from citizens.

The participation of women, who would be the beneficiaries of change, was also key. Women took part in the entire processes of devising, implementing and assessing new policies, and to a great extent, they became the driving force behind the project. Indeed, including stakeholders in public policy development assures policy effectiveness. Inclusion also resulted in instilling pride among participants, helping achieve the original goal of improving the quality of life for city women.

Finally, complimentary education and training workshops sensitized government employees to the importance of gender equality and helped gain their cooperation and commitment to incorporating the perspectives of women in the fulfillment of their duties.

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2010 Category - 1st Place Winner
Tandem Partnerships in Science: Network for Integration Projects
Paul-Ehrlich-Institute, Federal Agency for Vaccines and Biomedicines

Description
A networking approach to generating jobs for people with disabilities, with attention to matters: from initial career planning to educational specialization.

Summary
In Germany, by law, 5 percent of jobs have to be filled by disabled people. The Tandem Partnerships in Science initiative advances a networking approach to generating jobs for people with disabilities. The network concept and its goals stem from the recognition that people with serious physical impairments are underrepresented in science and research, but with appropriate supports, they can successfully study and/or work in the profession for which they are trained. The aim is to plan for long-term professional careers for this group, addressing various needs from vocational training to university course work to doctoral education to qualification as specialised scientists. This initiative combines training and work experiences, providing a model that could be applicable to other fields as well.

The Problem
In the past, measures for integrating disabled people into the workforce in Germany focused mainly on low-level qualifications. The Tandem Partnerships in Science initiative, by contrast, pursues new approaches in order to put participants on a path to professional advancement. In this project, people with disabilities are offered attractive employment opportunities appropriate to their physical but especially their intellectual resources. These activities are integrated into a working environment that provides a high degree of independence.

It is clear that people with physical impairments—especially those with severe disabilities—are underrepresented in science and research. However, if provided with appropriate supports, they are able to study and/or work in many areas of science. Progressively challenging professional careers should be possible through vocational training, university course work, PhD studies, and qualification as specialised scientists.

While disabled people face challenges in pursuing science careers, public and private employers also face the loss of skilled staff. The Tandem in Science initiative aims to address that problem, too, by enabling disabled employees to become highly qualified at their workplaces and at university. Unemployed disabled scientists should be able to obtain appropriate further training and specialized skills, thus making them more attractive candidates in the job market.

The networking concept has a much further-reaching dimension than merely strengthening the employability of disabled people or promoting their integration into the workplace. Society is in transition and the number of skilled workers is dwindling, therefore, networking mechanisms and other joint approaches are needed to produce high-calibre, competitive work using ever-scarcer well-qualified staff.
The Paul-Ehrlich-Institut (PEI) coordinated a partnership project within the European Community’s EQUAL Initiative. Partners were drawn from public administration, universities, small private-sector companies, corporations listed on the stock exchange, and a self-help organisation. Cooperation was entirely voluntary. The integration issue was of primary importance, and all parties involved were able to contribute their individual expertise and experience. The project thus operated with different partners addressing different issues, forming working groups to use the resources and know-how of all participants effectively. Core issues included vocational and academic education and the job market.

Networking was important at several levels. Networks were created through the merging and consolidation of subprojects by which the experience gained at the PEI could be adapted in other companies and offices. For example, a work design was developed that furthers integration by installing equipment especially suitable for the disabled at the workplace, in order to meet their special requirements. Lifelong learning was also promoted at a very modern workplace.

Cooperation between the public sector and industry is increased by collaborating with a medium-sized company and a large corporation to hire and promote disabled trainees and PhD students as researchers. Partnerships with universities help address problems in attracting disabled students to certain fields and graduating PhDs. The German government representative for the concerns of disabled people is a partner for solving special problems. For her, the innovations arising from the project also stimulate discussion of proposed changes to laws, e.g., in the field of income-dependent assistance. The holistic approach of the project also involved guidance at school from the self-help organisation and from an advisory office for disabled students, since the decision to pursue a career in science is usually made early during one’s schooling.

Another network was created at the regional level by setting up transnational partnerships with the United Kingdom, Slovenia and Poland. Their projects, too, focused on strengthening employment and educational opportunities for people with disabilities.

Networks were also established with other organisations, companies, universities, research institutes and grant funders for further exchange of information and collaboration. Finally, the project as a whole was integrated into two other thematic networks—Lifelong Learning, and People and Disabilities—controlled by the Federal Ministry of Labour and Social Affairs.

The following structures and processes proved useful and successful:

- Training associations working in tandem with private companies provided vocational training to young people with disabilities. Universities and small and medium-sized companies were also encouraged to provide training and further education that way.
- Disabled PhD students were included in an existing Europe-oriented scientific network.
- National legislation was influenced thanks to network activities.
- Newsletters and brochures showed how disabled scientists can be integrated into a research project. In addition, the PEI partnership created a website, a film and an integration award to raise public awareness and encourage the public to implement steps of its own.
- When the tandem partnerships were introduced, advice was given as part of training schemes in other research organisations and companies. Training programmes were put in place to help the staff of personnel departments promote the employment of disabled people and effectively use their talents.
These activities created multiplier effects which made it possible to transfer the knowledge obtained to third parties. That way, the opportunities for integrating disabled people into the workforce were improved considerably.

To manage the different network levels, the following means of administration and communication were chosen:

- An interactive website was developed to exchange information. The Internet portal was also used for internal communication.
- To collect and elaborate on information on complex subjects, seminars and workshops were held for representatives of the partnering organisations, companies and universities.
- All activities of the PEI project were coordinated by the control group.
- Rules for collaboration (frequency, division of labour, time required, location) were agreed upon at the beginning of the project.
- Concepts and rules were prepared regarding the decision-making process and the roles for the individual partners.
- Methods and instruments for monitoring progress toward goals were used in the structural planning of the projects and the determination of sub-goals, milestones and end products.
- Mechanisms for the ongoing evaluation and analysis of the results were specified, and agreements were reached on documenting the results.
- The public relations strategy—presenting data and information, setting up a website, preparing flyers and reporting results—was planned in detail.
- Early in the project, the financial plan was checked for feasibility and revised.
- To complete the project, a report was compiled.

One measure of the success of the network is that more than 30 people with disabilities are now employed at the PEI by the integration projects alone. In addition, a number of other disabled people hold “normal” employment contracts. In all, approximately 720 positions at the PEI (more than 15 percent of the total) are filled by people with disabilities. This puts the PEI far above the minimum legal requirement (German law requires that employers with at least 20 staff members hire disabled workers for at least 5 percent of their jobs). Beyond the term of the project, too, the support for disabled people is continued at the workplace or site of vocational training.

The network has also had external effects, including successful negotiations with foundations and project management organisations such as the German Research Foundation (DFG). The options for funding disabled-specific needs are now presented on the DFG’s website. In addition, at an expert workshop on the Bologna Process (a joint effort to improve higher education in Europe), measures were recommended to compensate for the disadvantages that disabled students face in gaining admission to universities, completing courses and passing exams. The result is that since January 2008, university courses can be accredited only if examination regulations explicitly take into account the special needs of disabled students during the course and during exams.

Beyond advocating for the disabled, the network also targeted the non-disabled, to reduce prejudices and improve workplace relations. Previously, many employers believed that workers with disabilities were less efficient and more likely to be sick or absent. The Tandem in Science project, and particularly the external project evaluation, disproved those prejudices.

The positive experience of participants on all sides and the continuously high quality of the work results—e.g., the granting of a PhD—demonstrate that the right path to integration was followed here. This path, however, could be pursued only through sustained interaction within the network.
Involving the different partners made it possible to obtain structural improvements in the legal funding options for disabled science staff. This enabled representatives from the business world, academic institutions and executive and legislative bodies to develop productive new relationships. Each participant had previously made efforts to integrate disabled people into the workforce, but it was not until the participants interacted that synergy effects led to the systematic employment of qualified disabled scientists. In this way, new joint steps could be developed, evaluated and implemented successfully.

**Replicability and Sustainability**

Favourable effects have outlasted the project, which has now officially ended. Participants in the PEI project continue to be asked to speak at seminars on integration. They can present issues and suggest solutions that may be useful at a national level until the laws can be amended. Thanks to the contacts established and improved by the network, ideas are exchanged at all levels, and mutual support in problem-solving is guaranteed.

The project concept is still being communicated to the public. And thanks to the PEI project members’ excellent work, employers are no longer ignoring the subject. The heads of personnel departments at various companies and organisations are seeking advice and support from the responsible PEI project members about their integration measures, their implementation and their financing plans. Through these measures, close contacts to the company forum are maintained. This forum consists of representatives of renowned major companies in various industries, who undertake to consistently shape company policies to consider disabled staff and customers.

The work achieved thus far, the contacts and the reputation of the PEI project group will also be used in future. New project ideas were developed during the first advisory talks and their financing guaranteed. New project partners had expressed their sincere interest and negotiations began soon after, so that first negotiations can be started as early as April 2009.

Thus, it was possible to start a project for promoting disabled bachelor students and their integration into the employment process beginning in 2009. The costs for this are estimated to amount to €4 million. Another project, entitled 5x5, aims to provide employment for five scientific university graduates for five years to help them become established in the job market. The costs for this are estimated at just over €1.7 million. Another project is PharmNet.Bund, in the portfolio of the Federal Ministry of Health. Pharmnet.Bund, which is intended to establish a central, reliable database of approved medicinal products, is also designed to help disabled people return to a job and increase their chances in the job market. The costs are estimated at just over €1.7 million.

Thus, despite the official end of the Tandem Partnerships in Science initiative, the network for integration projects continues to grow, as former participants and new ones continue to communicate and promote the integration concept.

**Lessons Learned**

The success of the networks for the integration of disabled people in science can be seen by the fact that the networks persist beyond the term of the Tandem Partnerships in Science initiative, and work is being done on new projects. Since 2009, for instance, jointly with partners from the network, the PEI is integrating disabled graduates with bachelor’s degrees into existing research groups. By participating in ongoing research and contributing to quality science publications, they can enhance their employment qualifications. Initially, there were some issues involving structural difficulties. However, by involving the different partners, we were able to obtain structural improvements in the legal funding options for disabled science staff. This enabled representatives of practical working life and representatives of
executive and the legislative bodies to maintain new relationships. In the final analysis, it was also a challenge to design a concept that integrated the relations between companies, authorities and academic institutes and to experience the addition of these concepts in other areas. Each participant had up to now made efforts to integrate disabled and/or unemployed people into the working world, but it was not until the participants themselves interacted, that synergy effects were achieved for the integration of qualified disabled and/or unemployed scientists. In this way, new joint steps were developed, evaluated, and implemented successfully.

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**Western Asia**  
**The Kingdom of Bahrain**  
**2010 Category 1 - 1st Place**  
National e-Government Portal – Bahrain.bh  
E-Government Authority, Kingdom of Bahrain  

**Description**  
This initiative is an e-government strategy to improve the delivery of public services to citizens by increasing the transparency of government operations, the responsiveness of government processes and the accountability of government officials.  

**Summary**  
The strategic vision of the e-government programme is to deliver customer value through collaborative government. Building on the high e-literacy rate in Bahrain, the strategy emphasizes providing government services conveniently to customers (citizens, residents, businesses and visitors) through four electronic service delivery channels: the National e-Government Portal (www.bahrain.bh), the Mobile Portal (for mobile-phone users), the National Contact Centre and a network of Common Service Centres and e-kiosks. The e-Government Portal is the key linkage between the other three delivery channels and the integration point for all government services. The Kingdom is implementing approximately 150 e-services spread across 30 ministries.  

The Kingdom designed the National Portal with multiple goals in mind: to incorporate service-oriented architecture principles, optimize sourcing strategies, build robust infrastructure, adopt industry standards, address citizens’ security concerns and empower citizens through e-participation. The overarching objective was to ensure customer convenience—to make it possible for anyone, anytime, anywhere to access integrated government services. The success of the initiative can primarily be attributed to three factors: a clear political mandate and buy-in from the country’s top leadership, a strategy of listening to and addressing citizens’ needs, and a well-defined, focused programme and framework for project governance.  

**The Problem**  
The major issues related to public service delivery are bureaucratic hurdles, inefficient processes, outdated policies and the inability of existing government mechanisms to handle the ever-increasing demand for services. At the same time, Bahrain has one of the best information and communication technology (ICT) infrastructures in the Middle East. The Kingdom has a government-wide data network connecting ministries, one of the highest rates of personal-computer penetration in the Arab world, high mobile and Internet penetration, advanced telecommunication infrastructure and a high literacy rate. Even though each ministry had undertaken some initiatives on its own and there was a high degree of intra-ministerial computerization, a full-fledged and integrated service delivery mechanism for people was not in force. Effective utilization of the computerization and ICT investments remained a problem. The absence of a strategy to guide investments was leading to duplication of initiatives across the ministries. Ministries’ information systems were working independently, creating information silos. The redundant and inaccurate nature of information across different ministry systems was degrading the quality of
services, and the lack of interoperability between systems was another impediment to effective service delivery. Providing government services through electronic channels thus took a lot of time and effort.

With this backdrop, the Kingdom decided to leverage its ICT strength to improve public service delivery. The following were the key issues identified:

**Transparency Issues:**
- Limited information regarding the status of service requests
- Lack of online availability of latest government information
- Limited channels available for interaction with citizens

**Accountability Issues:**
- Lack of information regarding the status of service requests
- Lack of online availability of latest governmental information
- Limited channels available for interaction with citizens

**Responsiveness Issues:**
- Lack of one-stop shopping for citizens to access government services
- Mutual processes that led to bureaucratic hurdles
- Inefficient processes that made ministries unable to handle increasing volumes

**The Solution**
Bahrain recognized the need for collaborative and innovative ways of delivering government services to make life easier. Government leaders also saw an opportunity to take advantage of Bahrain’s world-class ICT infrastructure and high computer literacy rate. As a result, the Kingdom launched a national e-government strategy to provide public services to customers (citizens, residents, businesses and visitors) through four channels—the National e-Government Portal (www.bahrain.bh), the Mobile Portal (for mobile-phone users), the National Contact Centre and a network of Common Service Centres and e-kiosks. The underlying strategic vision is to deliver customer value through collaborative government. As part of this programme, the Kingdom is implementing some 150 e-services spread across 30 ministries.

The key service delivery channel is the National e-Government Portal, a “one-stop shopping” gateway to all types of services—informational, transactional and online payment. The National Portal was launched on 23 May 2007 and is being managed by the e-Government Authority (eGA). The National Portal is available in Arabic and English languages.

The following are the key objectives of the National e-Government Portal:

- **Offer convenience to citizens:** Save citizens time and money by sparing them the need to travel to government offices to procure services.
- **Provide integrated, best-in-class services:** Provide cross-ministry, integrated services to ensure minimal lags and bureaucracy delays.
- **Benefit the state:** Achieve administrative cost efficiencies and optimal use of resources through better resource allocation.
- **Offer a choice of delivery channels:** Provide citizens with alternative ways to access government services (national portal, mobile-phone portal).
- **Ensure access by anyone, anytime, anywhere:** Provide citizens with 24/7 access to government services without geographic restrictions.
On 3 November 2008, the portal address was changed from www.e.gov.bh to www.bahrain.bh, based on the results of a customer survey that revealed the difficulty of memorizing the original address. The National Portal is 100 percent compatible with Internet Explorer (version 6.0 and above), and mostly compatible with Firefox, Netscape, Opera and other major web browsers.

The National Portal has an attractive design with a clear navigational menu. The various customer segments—individuals, businesses, government and visitors—have separate colour-coded tabs, and clicking on each tab brings up content relevant to those users.

The portal’s growing popularity is evident from viewership statistics for the first year of operation: 8,845,127 page views; 1,241,577 visitors from more than 180 countries; approximately 3400 visits per day; 38 percent growth in new visitors. And customers’ confidence and trust in the security of the National Portal for financial transactions is evident from the volume of online payments made in the first year: more than $33 million worth.

The National Portal is an effective platform for engaging customers in government decision-making. The portal provides multiple tools to consult with customers, such as a blog, online polls, and a feedback form. A comprehensive policy on e-consultation is available in the portal’s “Your Opinion Matters” section.

To promote accountability, responsiveness and transparency, the National Portal has published the Customer Charter, stating its commitment to customers. One of the first such efforts among the Gulf countries, the charter defines the portal’s mission, service standards, grievance redressing mechanism, etc.

Currently, the e-Government Portal provides more than 150 e-services online, including online bill payment for electricity and water bills, traffic tickets, etc. The e-services have been developed after thorough analysis of workflows and processes, and most provide start-to-finish assistance to customers, connecting them with the appropriate ministries for their needs. For example, a couple with a newborn might wish to apply and pay online for issuance of a birth certificate. The system integrates the hospital with the Ministry of Health, the Central Informatics Organization (which generates a unique national ID for the newborn), the online payment gateway and the Department of Posts to dispatch the birth certificate.

The National Portal started with private participation, but later the government decided to upgrade and maintain it. Today, the e-Government Authority manages the National Portal (developing services on it, coordinating with ministries for service integration, managing and creating content for the portal, ensuring compliance with leading industry standards, etc.). The development of e-services is undertaken by the Services Delivery Directorate in the e-GA, consisting of more 10 developers and approximately 30 more technical and managerial resources available onsite from outsourced vendors. The government’s technology arm, the Central Informatics Organization, provides the hosting services and the system administration services for the deployed National Portal infrastructure.

The following are the key implementation highlights:

- **SOA approach**: Service-oriented architecture (SOA) principles were adopted to ensure reusability and speedy deployment of services.
- **Optimized sourcing strategy**: A mix of sourcing strategies was adopted to provide access to the best resources. Outsourcing also provided flexibility in resource management. Outsourced initiatives are completely managed by the e-GA.
• **Robust infrastructure:** The IT infrastructure hosting the National Portal was revamped and state-of-the-art systems were to ensure high availability and optimum performance during peak load times. The infrastructure is managed by in-house resources of the e-GA and Central Informatics Organization.

• **Standards:** Standard style sheets for pages were developed (colour schemes, layouts, fonts and styles), and coding standards were defined. A dedicated quality assurance team defines and maintains the standards and ensures compliance to them.

• **Accessibility:** World Wide Web Consortium (W3C) accessibility standards were adopted, and continued efforts are made to ensure compliance to these standards. Appropriate language and look-feel features (e.g., zoom in-out) are built in to ensure all-round inclusiveness.

• **Security:** A dedicated security team is responsible for the National Portal’s overall security. McAfee is used for daily security testing. SSL certification from VeriSign ensures the security of online transactions, including online payments.

• **e-Participation:** There is a defined e-participation policy for the National Portal. The portal includes active e-participation features and has implemented Web 2.0 tools such as blogs and online surveys. Even the senior leadership contributes blog postings.

• **Dedicated teams:** A business processing re-engineering (BPR) team focuses on simplifying and improving e-government processes. Dedicated service development managers are responsible for enabling e-services on service delivery channels. Another team focuses on content development and management. A quality assurance team ensures the quality and usability of e-services. A marketing and awareness team disseminates information and promotes the use of e-services. A capacity-building team educates citizens on basic computer skills and the use of e-services.

The following are the key benefits realized:

• **Increased convenience and transparency:** The project has led to 24/7 availability of a wide array of government services through a single portal, as well as online availability of the latest government information: budgets, policies, the government directory, survey reports, etc. Tools for e-participation facilitate two-way interaction between the government and citizens. The status of service requests can now be checked online.

• **More accountability:** Online publication of the Customer Charter and service level agreements has put the onus of performance on government. Online feedback and complaint mechanisms make it easier for citizens to raise grievances.

• **Greater responsiveness:** Online discussion forums and blogs on the National Portal and Community pages on Facebook have led to enhanced responsiveness from government officials. Automation has reduced service turnaround time. Common practices and standards have reduced the timeline for enablement of e-services.

• **Technological improvements:** A secured and scalable infrastructure hosts the National Portal. There is a common platform for customers and government to interact with each other. The government now has the ability to track service usage trends.

Several key elements made this initiative a success. First, there was a clear political mandate for an e-government programme, as well as buy-in from the country’s top leadership. This meant that the ministry-level goals were aligned to the e-government strategy and the project team was highly motivated. Second, officials involved in the project followed a strategy of listening to citizens and clearly addressing their needs. Third, the project had a clear focus and a well-defined framework for governance that spelled out the roles of participants (the e-GA, ministry-level working groups, project teams, etc.).
Replicability and Sustainability
The implementation of Bahrain’s e-government initiative has been ongoing since 2006. To ensure the sustainability of the National e-Government Portal, the government is taking the following steps:

- Regularly reviewing the list of available e-services and making additions as necessary to ensure that all important services are available online to citizens.
- Launching more Common Services Centres and e-kiosks across the Kingdom to reach out to all citizens and ensure digital inclusiveness.
- Conducting business process re-engineering and initiating administrative reforms to improve government operations and simplify the process by which citizens interact with government.
- Establishing common policies and standards for ICT initiatives by implementing Kingdom-wide enterprise architecture to enable service integration and interoperability.
- Motivating project teams by expressing appreciation for their dedication and good work.
- Convening focus groups of external stakeholders (industry representatives, government officials, academicians, citizens, etc.) to review the usability and accessibility of the National Portal.
- Having the e-GA team analyse the outcomes of focus-group meetings and implement participants’ suggestions.
- Undertaking marketing efforts to publicize e-government initiatives.
- Conducting biannual citizen surveys to assess satisfaction levels and the scope for further improvements.

The United Nations Public Administration Network recently published Bahrain’s e-government strategy on its website for other countries to emulate. This is recognition that Bahrain’s efforts regarding e-government are replicable elsewhere.

Lessons Learned
The Kingdom of Bahrain’s e-government programme has won acclaim locally and internationally as a means of increasing citizen satisfaction with government. Three important lessons should guide other countries interested in implementing e-government innovations.

First, the key elements for success include:

- A clear political mandate and buy-in from the top leadership, leading to a highly motivated e-government team and alignment of ministry-level goals to the e-government strategy.
- A well-defined framework for project governance.
- A strategy that clearly addresses the citizens needs.

Second, all stakeholders need to be engaged, including the public sector and the private sector at large. Innovative initiatives may become disjointed and erratic at times. Governments simply cannot control all the activities or conditions needed for e-government to succeed.

Finally, it is effective to be proactive. This places governments in a better position to respond to challenges, rather than become overwhelmed by them. Building a culture of e-government in particular and, more generally, a culture of ICTs for development and for everyday life is better strategic planning in the long run.
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2010 Category 1 Innovative Initiatives

Improving Transparency, Accountability and Responsiveness in the Public Service

2nd Place Winners

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India
2010 Category 1 - 2nd place Winner
State-wide Attention on Grievances by Application of Technology (SWAGAT)
Chief Minister's Office, Government of Gujarat

Description
This initiative is an ICT-based program for effective, transparent and speedy redress of citizens’ grievances against the government in the state of Gujarat.

Summary
The SWAGAT initiative was established as a transparent system through which citizens in Gujarat 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. Responsible senior administration officials 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. The status of applications is regularly updated and may be viewed online at any time. This open and transparent system allows citizens to derive satisfaction from the fairness of the process, even if the decision is not in their favour.

The Problem
Citizens expect much from the government, and reasonable expectations should be met. When this is not the case, citizens’ grievances must be addressed in a manner that satisfies the complainant. The keys to citizen satisfaction are efficiency, transparency and speed in redressing grievances, but these features were lacking in the traditional system.

As with other governments, in Gujarat, grievance redress was through a process of representations and repetitive applications at different levels. There was no structured system with monitored outcomes. The paper-based process was cumbersome and lengthy. Without system transparency, citizens did not know when their grievance would be redressed. Nor did ministers and other government officials have any mechanism to track grievances and the progress of the redressal. In addition, officers who performed poorly had no fear of being exposed since there was no mechanism that fixed accountability.

The Solution
The Chief Minister of Gujarat firmly believes that the people are the key driver of a democracy, and that listening to their voice is the key test of good governance. This belief underlay the decision to provide
effective, transparent and accountable grievance redressal for citizens of Gujarat through an online public portal and video-conferencing that connects complainants with the Chief Minister and officials at the district and sub-district levels. On 24 April 2003, Gujarat became the first state in India to launch a combination of digital and communication technology in the form of a programme named SWAGAT. The acronym stands for State-wide Attention on Grievances by Application of Technology, but swagat in the local language means “welcome”. Thus citizens are welcome to use this forum to seek satisfactory solutions.

The Honourable Chief Minister of Gujarat established SWAGAT’s objectives, and staff from the Chief Minister’s Office and experts from the National Informatics Centre (NIC) worked out the strategy. The overall mandate of SWAGAT is to:

- Attend to grievances in order to strengthen good governance. This includes analysing the nature of grievances submitted to all levels of government, and monitoring the quality of redressal at all levels.
- Activate the administration to solve citizens’ grievances at the state, district and sub-district levels.
- Solve grievances from the top when necessary.

On the fourth Thursday of every month, applicants arrive at the Chief Minister’s Office in the morning. Grievances are scrutinized, registered and instantly transmitted online to the concerned authorities at the secretariat level, district level and sub-district level, whereupon the authorities input their replies by afternoon on the same day. From 3 p.m. on the same day, the Chief Minister personally listens to the applicants one by one. The written grievances and the replies of the concerned authorities are visible on a computer screen. The concerned secretaries are present, along with the Chief Minister, for direct interaction with the aggrieved citizen, and district authorities are connected through video-conferencing.

After listening to all aspects of the case from all sides, the Chief Minister gives instructions for resolving the grievance. A record is maintained in the SWAGAT database, and a separate log is maintained for each
case. There is a focus on monitoring the cases to ensure that the Chief Minister’s instructions are followed. Citizens can view the status of their application online, using their assigned password to log in at local government offices or at any Internet access point. The software application also enables an online review of SWAGAT outcomes. Only when a grievance has been solved can the matter be closed. The system allows for automatic review of pending cases, so cases do not linger unresolved.

The success of SWAGAT at the state and district level led to the expansion of the system to 225 sub-district offices in 2008, for greater accessibility to the public. Thus the geographical scope now covers all of the 55 million citizens and 225 sub-districts of Gujarat. The district-level SWAGAT sessions, like the state-level ones, are held on the fourth Thursday of every month. Sub-district SWAGAT sessions take place the day before (on the preceding Wednesday).

Grievances are eligible to be heard at the state level only if they have already been presented to the appropriate lower-level authorities (such as the sub-district officer or the district officer) and have not been resolved. Cases selected for the attention of the Chief Minister are those that involve long-standing, acute humanitarian issues, those that are difficult to resolve at other levels of government and those that have policy implications. Most grievances, however, are resolved effectively at the local level.

The SWAGAT system gives satisfaction to citizens as they get a chance to personally present their case, taking it all the way to the Chief Minister if necessary. Since all the stakeholders are connected in real time during the SWAGAT session, neither the aggrieved citizen nor the concerned officer is able to hide or manipulate the facts of the case. This is the crux of the system’s success. The fact that the ordinary citizen is given a fair hearing brings contentment, even if the solution is not in his or her favour. It also ensures a high level of accountability and transparency.

Another reason for SWAGAT’s popularity is that it is available to all groups, including illiterate people. Anyone can access the system at local government offices. This saves complainants time and money, as they do not have to lose workdays and bear travel costs to have their cases heard.

The monitoring system can report at any point the number and status of cases. The overwhelming majority of applications brought to SWAGAT have been resolved, as the graph below shows.

**SWAGAT applications, April 2003 to May 2010**

SWAGAT has also brought to light many repetitive grievances, thus becoming an effective mechanism for getting feedback on public policies and making policy changes. In some cases, compilation,
classification and analysis of SWAGAT data has exposed problems that have been resolved by intervention of the highest authorities. In other cases, the field officers receive directions and guidance on various implementation issues, and they learn ways to resolve problems at their end. Through SWAGAT sessions, both citizens and the administration are better able to understand and appreciate each other’s viewpoint and practical difficulties. All this leads to minimization of grievances and better governance.

A significant development of SWAGAT is the systemized process that has been established. The entire administration at the state, district and sub-district levels is prepared to address citizens’ grievances on the days designated for SWAGAT sessions every month.

A hard focus on outcomes has driven the system to strive for positive solutions. Attempts are made to offer a fair and acceptable solution on the same day, and no applicant has ever left without a firm reply to his or her grievance and a specific deadline for action. Since the Chief Minister himself is strongly committed to this programme and participates personally, there is great attention to resolving cases successfully.

Replicability and Sustainability
SWAGAT has been already proven to be sustainable; it has been in use for more than six years without any problems in performance or public acceptance.

SWAGAT is financially sustainable because it is cost-effective for all stakeholders. There is no charge to citizens to access SWAGAT through Gujarat’s state-wide computer network, and using an online system reduces the travel, lodging, boarding and opportunity costs that citizens would incur if they had to appear in government offices. SWAGAT has also reduced the government’s expenses for processing cases (for mailing and processing paperwork, tracking case status, etc.), as everything is managed automatically by the online system. Due to the efficiency of the software, government officials can deal with many steps in the process more effectively and speedily.

In terms of technical sustainability, the SWAGAT system has been developed on “.net” technology that will be easy to upgrade and integrate with other websites or software in the future. The database has been designed to run on SQL Server, a widely popular database management system.

As for replicability, SWAGAT was initially developed to redress grievances at the state and district levels. The system has now been extended down to the sub-district level, covering all 225 sub districts of Gujarat to reach over 55 million people. In addition, the SWAGAT system has been replicated in other states in India, including Madhya Pradesh and Rajasthan.

Lessons Learned
SWAGAT has been successful because it provides an effective, transparent and accountable system for redressing citizens’ grievances against the government. The online transmission of grievances saves all parties time and money, simplifies record keeping and helps ensure that cases are handled expeditiously and fairly. The videoconferencing with government officials, including the Chief Minister, helps citizens and the administration to understand each other’s position and resolve grievances satisfactorily. Moreover, the use of technology to compile, classify and analyse data on grievances has brought to the fore many policy issues that required high-level attention. As a result, top Gujarat authorities have made some policy changes that have eliminated many causes of citizen complaints. Lower-level officials have also received guidance and training to resolve problems at the local level.

One other important feature of SWAGAT is that it gives every citizen from every walk of life the opportunity to present his or her case and interact personally with the highest government officials. That
personalized, inclusive approach creates goodwill that in and of itself contributes to better governance and fewer grievances.

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**Albania**  
**Category 1 - 2nd Place Winner**
Albania’s Electronic Procurement System (ALBEPS)  
Public Procurement Agency

**Description:**  
A Web-based system for fairly and efficiently managing the Albanian government’s purchasing activities.

**Summary**  
Albania’s procurement system had major problems that hindered its effectiveness. One of the biggest problems was that the business community faced barriers to accessing tender documents to participate in bidding for contracts. This contributed to a lack of transparency in the procurement process, which led to high-level corruption. Another problem was the frequent failure to follow proper procurement procedures and keep accurate written records, despite requirements to do so.

In response to this situation, Albania became the first country in the world to develop an obligatory electronic procurement system for all public sector procurement above the threshold of 3,000 euros. The e-procurement platform, known as ALBEPS, is a Web-based application (www.app.gov.al) that enables secure transactions among Albanian public institutions and the national and international business communities. It allows for efficient and transparent preparation and administration of all tender-related documents, removing unnecessary paperwork and providing secure data flow throughout the entire process.

**The Problem**  
Before the implementation of the e-procurement system, the Albanian procurement system faced some major impediments to quality and effectiveness. One of the biggest challenges was the difficulty that the business community had in gaining access to tender documents to compete for purchasing contracts from the government. This was closely related to the lack of transparency in the procurement process. Contracting authorities were obliged to publish only the contract notices; anyone interested in the tender documents had to buy them in hard copy at the contracting authority’s office. Often, the contracting authorities had no interest in selling the documents, or they made them available only a few days before the opening of the tender, giving would-be bidders too little time to prepare an offer.

Because of a lack of transparency in other steps of the procurement process, there ensued a high level of corruption. Even though written records were to be kept for every step, it was often the case that some documents were removed from the application folder or additions were made at a later date. The bid-evaluation phase also lacked transparency. All these problems led to many complaints, especially regarding the inaccessibility of tender documents. Before the implementation of ALBEPS, the average number of complaints per year was 1,023; afterward, the number dropped to about 600 complaints per year.
The Solution
On 20 November 2006, the Albanian government approved a new law on public procurement, No. 9643. This law marked the first step in aligning Albania’s procurement system with the guidelines set out in an earlier European Union directive on the topic, Directive 2004/18/EC.

The electronic procurement system in Albania (ALBEPS) was part of a broader Albanian initiative for e-government supported initially by the Millennium Challenge Albania Threshold Agreement (MCATA), a two-year partnership between the Albanian government and the Millennium Challenge Corporation (a U.S. foreign-aid agency). One of the aims of MCATA, which began in 2006 and was administered by the U.S. Agency for International Development, was to reform the public procurement system through the use of new technology.

Albania’s Public Procurement Agency, as the central institution responsible for the government’s purchasing activities, has been involved from the beginning in this important initiative. ALBEPS was launched in 2008, and that year represented the first phase of implementation. Because this was considered a testing phase, a limited number of contracting authorities—15—were selected to use the e-procurement system for their procurement procedures. During 2008, e-procurement accounted for 2 percent of all procurement activity, leading to greater transparency, cost savings, and more bidders. In light of these results, and after some necessary improvements, the Council of Ministers decided on 21 January 2009 that all contracting authorities in Albania should perform their procurement procedures through e-procurement. This signaled the second phase of the implementation of ALBEPS.

The electronic public procurement system reduces the time it takes to process bids, eliminates unnecessary documents and facilitates and standardizes the process of publishing tender conditions. Likewise, it guarantees the secrecy of bids, and at the opening of the procedures, it allows for the simultaneous publication of the offers. Moreover, the electronic system generates reports subject to outside review, thus reducing the possibility of corruption. The system furthermore makes it easier for businesses to bid on contracts, since they can promptly get information online about the procurement process and then submit their offers electronically from their workplace, without having to present themselves in person to the contracting authorities. The ease of bidding attracts more participants and introduces more competition for contracts, helping the government procure goods and services of better quality or at a lower price.

The benefits of using the e-procurement system are also measurable in concrete terms. For example, between 2008 and 2010, the percentage of the limit funds saved in electronic procedures is 14% of the total found, the number of complaints about the procurement process fell by 50 percent and the average number of bidders per contract increased from two to seven.

Replicability and Sustainability
As already noted, the e-procurement initiative started with the MCATA project of 2006-2008. As part of the agreement between the Albanian government and the Millennium Challenge Corporation, both parties made clear commitments of financial, technical and human resources. The first implementation phase of the ALBEPS system was also supported financially by the MCATA project. When that phase finished, the Albanian government had a strong commitment to expanding ALBEPS and continuing to fund it. This commitment ensures the financial sustainability of the initiative.

During the process of creating the e-procurement system, the staff of the Public Procurement Agency (PPA), mainly the information technology staff and lawyers, worked closely with the programmers responsible for the project. Members of the PPA staff were then the first to be trained in using the system, assuring the transfer of knowledge from those who created ALBEPS to those who would be
implementing it. The next step was to begin continuous training for procurement officers of the contracting authorities and for the business community. These measures ensure that Albania has the institutional capacities to sustain the e-procurement system.

Another key to sustainability is the regulatory framework. Clear regulations spell out the roles of everyone involved in the procurement process and specify how they should perform those roles. When ALBEPS was first implemented, the PPA prepared detailed instructions for both contracting authorities and bidders. Additionally, every improvement to ALBEPS is accompanied by relevant instructions from the PPA, which helps contracting authorities better understand and implement the system.

To assure the technological sustainability of the e-procurement system, improvements are continuously necessary. For example, steps have been taken to prevent delays in secure data transmitting, to increase the technical capacities for uploading documents, to assure the confidentiality of information, to improve Internet connection and to add more capability to manage space in the system and assure the continuity of the work.

An additional aid to sustainability is the decision of the Council of Ministers to implement e-procurement at all levels of government. All purchasing agents, whether they are in the central office issuing national contracts or in local offices issuing contracts for municipalities and communes, must use ALBEPS for purchases over 3,000 euros.

Albania’s success with ALBEPS suggests that this initiative is transferable. E-procurement systems can be especially practicable for small countries with moderate technical capacities and expertise. E-procurement is also feasible in western developed countries with fewer technological resources and less extensive infrastructure, because Albania’s experience shows that if political leaders are strongly committed to good and transparent governance, technical challenges are not a problem.

Lessons Learned
The main obstacles for implementing e-procurement in Albania were the lack of telecommunications infrastructure, lack of available training for the public administration staff, and skepticism among public authorities for the success of this initiative. Other obstacles were the lack of relevant experience and the difficulty in finding expertise, especially for security-related challenges.

The use of information technology to handle public procurement has had positive results for Albania. ALBEPS is less expensive than traditional paper-based procurement systems, allows for faster processing and is “greener.” E-procurement also reduces the possibility of corruption by reducing interaction between contracting officials and bidders, and thus reducing the potential for inappropriate contacts. Moreover, the electronic system is transparent, opening up more information to the public and, most importantly, enhancing accountability, thus enabling more effective and efficient use of taxpayers’ money.

Using ALBEPS leads to increased competition for government contracts, which increases savings. Using ALBEPS facilitates the work of the procurement officers, who publish the tender dossiers electronically on the Public Procurement Agency’s website (www.app.gov.al). Thanks to the online availability of these documents, along with online publication of procurement procedures, all potential vendors can learn about contracts of interest, download complete information and take part in the bidding electronically.

One final lesson learned is that without a consensus and decisive political leadership, it would be difficult for a country with poorly developed infrastructure to implement e-procurement nationwide. Moreover, any such initiative requires the commitment and goodwill of the business community.
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Saudi Arabia

2010 Category 1 - 2nd Place Winner

SaudiEDI e-Trade System
Public Investment Fund and Tabadul Company

Description
Application of information and communication technologies to automate and streamline trade clearance processes.

Summary
This initiative was aimed at automating trade clearance processes in Saudi Arabia through the application of information and communication technologies (ICT). A company from Singapore was hired to assist with this project, resulting in an innovative public-private partnership. It was successful in several ways. First and foremost, the creation of the SaudiEDI e-Trade System gave importers and exporters the ability to obtain trade clearances online, around the clock, resulting in a 250 percent increase in the volume of trade transactions processed between 2001 and 2008. Second, the implementation of SaudiEDI reduced the average time required for trade clearance from 44 days to only 17. Third, the new system reduced corruption, which had been pervasive previously when paperwork was processed manually. The electronic format facilitated better reporting and monitoring of information, greater transparency, improved planning processes, and better decision-making. A final benefit was that the reduction of bureaucratic red tape produced significant cost savings.

The Problem
Before the implementation of SaudiEDI, the trade facilitation process was a time-consuming manual effort for all the stakeholders in the import and export business community. Lack of automation caused much redundancy, data integrity errors and delays. As a result, trade clearance took an unacceptably long time and typically led to:

- Bottlenecks and frustrations at every stage of the import/export process.
- Poor service and interpersonal interaction.
- Corruption, non-conformance to regulations, and compromises to safety, security and standards.
- Increased cost of goods for the consumer.
- Slow growth in trade and an inability to compete effectively in the global marketplace.

Recognizing that trade is an important economic driver, Saudi Arabia embarked on initiatives to facilitate trade, which have been greatly enhanced by e-government developments.

The Solution
SaudiEDI is an electronic gateway linking importers and exporters to customs departments, port authorities and other government agencies. Traders are now able to file manifests and declarations and to obtain approvals electronically at any time, from anywhere, via Web interface, Web upload and host-to-host connectivity solutions. Information management is another important aspect of this initiative. In addition to improving the monitoring and control of information, great strides have been made in
streamlining documentation and filing clearance processes through automation and through incorporation of international standards and best practices.

In 2007, the World Bank ranked Saudi Arabia thirty-third (out of 175 countries) in terms of ease of trading across borders. In 2008, however, Saudi Arabia’s ranking jumped to sixteenth. This was a tremendous achievement within a one-year period and can be attributed partly to the increased adoption of SaudiEDI services.

The SaudiEDI initiative was proposed by the World Bank to help Saudi Arabia meet one of the conditions for its accession to the World Trade Organization (WTO). The implementation of SaudiEDI in 2007 was a great milestone of achievement for the Kingdom and has elevated its status as a global force in international trade.

The Ministry of Finance, as one of the strategic stakeholders, took the lead in this initiative. The Ministry’s Public Investment Fund (PIF), which serves as an incubator for projects that require capital investments, invited consultants from the World Bank and elsewhere to sketch solutions for a Kingdom-wide automated trade clearance facilitation system. The consultants’ ideas were then customized to fit local needs.

The Public Investment Fund had the foresight and vision to realize that Saudi Arabia’s import-export trade with the region and the world at large would grow significantly over the years, and that it was necessary to tie in with the WTO guidelines. PIF desired a paperless, automated, robust and scalable system that links the whole trading community and government agencies.

Key strategies to ensure the successful implementation of SaudiEDI included:

- Garnering the support and cooperation of all the key stakeholders at various levels.
- Changing management in terms of changing mindsets, work processes and tools.
- Providing end-user training in IT literacy and SaudiEDI applications.
- Upgrading Internet services and the telecommunications infrastructure services in the Kingdom.
- Launching aggressive marketing, hand-holding and support services.
- Recruiting and training a competent and committed local team.

Success breeds success. As importers and exporters started using the SaudiEDI system and became more familiar with its functionalities, they started providing feedback to improve the services even further. The SaudiEDI team acted on suggestions whenever possible, to satisfy users and help expand the customer base.

**Replicability and Sustainability**

The sustainability of SaudiEDI depends on support from both government agencies and members of the trade community. Already, wherever the e-trade services have been implemented, they have been enthusiastically embraced by importers and exporters.

More government agencies are now approaching and seeking to integrate with SaudiEDI. While SaudiEDI is already working with some to replicate certain elements of the initiative, other agencies will be scheduled into the project as soon as possible based on critical need and priority. The laws of Saudi Arabia have been revised recently to accommodate e-transactions and digital signatures, which will pave the way for wider national use of similar systems in the future.
Lessons Learned

Three important lessons about innovation were derived from the process of launching SaudiEDI. First is the need for solid commitment and common goals on the part of the key stakeholders, from the very start. The key stakeholders must be involved and hold regular steering committee meetings if an initiative is to stay on course and advance in a timely manner.

Second, one very significant factor that contributed to the success of SaudiEDI was the trust and close collaboration with related government agencies and private-sector experts. In any undertaking, flexibility, understanding of each other’s difficulties and needs, and positive approaches to the tasks at hand can help ensure mutually beneficial enterprises.

The third and perhaps most valuable lesson associated with this initiative concerns the capacity of the Kingdom to implement a project of such large dimensions. The success of SaudiEDI has proven that a large-scale IT project, involving many stakeholders in an innovative and revolutionary change in government operations, is possible in Saudi Arabia. In going far beyond simple Web portals with simple interactive and informational services, and instead creating a system for true end-to-end e-transactions, the SaudiEDI initiative has set a precedent for similar e-government projects in Saudi Arabia and across the region.

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## Chapter Two

### 2010 Category 2 Innovative Initiatives

**Improving the Delivery of Public Services**

**1st Place Winners**

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Africa

Tunisia

2010 Category 2 - 1st Place Winner
Madania Civil Status System
Ministry of the Interior and Local Development

Description
This initiative involves a centralized database for civil-status records, allowing municipalities all over Tunisia to share information, and facilitating citizens’ access to their personal data.

Summary
The Unified Civil Status System is a component of Tunisia’s public-sector management reform programme, which aims to improve the quality and responsiveness of public-service agencies. Several agencies require individuals to submit proof of their civil status before they can exercise certain rights, such as register for school, finalize marriage contracts or obtain pensions. The new Madania system provides a centralized database for the civil-status details of all Tunisian citizens (records of birth, marriage, death, etc.), as well as data on foreign residents and visitors. All municipalities have adopted the system and employ standardized methods for collecting and storing information. Any municipality can get an immediate response to a request for information. The public is also assured of the protection of their personal data, in accordance with the laws of the country.

The Problem
To obtain access to civil-status documents, citizens formerly had to return to the municipality where the information was first recorded. They often incurred travel costs and were frequently absent from work, resulting in wasted time, lost productivity, and loss of income. Furthermore, the civil-status records had to be manually transcribed from the civil registry files where they were stored, and this was frequently the source of errors.

The Solution
The solution comprised the electronic centralization of civic data to make it accessible across all municipalities and to all citizens. As a precursor, several organisations were invited to develop a computer application allowing access to civil-status information in the best condition and format, and as quickly as possible. These organisations included the National Computer Center, which succeeded, with the assistance of Tunisian consulting firms, in conducting the necessary technical studies and developing an appropriate computer network system. With full cooperation from the leaders of all relevant municipal offices, installation was completed over a four-year period.

All municipalities now make use of Madania. The benefits of the system include the following:
- Citizens are able to obtain civil-status documents from any municipality in the country.
- Documents are available instantly in Arabic and French.
- Standardization of tools and municipal working procedures has improved the quality of service and the security of data.
- Municipalities have been able to redeploy about 80 percent of their employees who previously worked in the civil-status services.
It is worth noting that the additional financial costs of operating the Madania system have been covered entirely by the state budget.

In addition, several other parallel actions have been taken including:

- The enactment of a law protecting personal data.
- The development of a charter defining a good operating system, and its generalization to all municipalities. The charter outlines the terms for each participant to access and use the database and specifies measures to ensure its sustainability.
- The opening of Offices of Fast Administration, located off municipal premises in heavily frequented places (malls, transit stations, university campuses, etc.), where individuals can obtain civil-status documents, notarized signatures and certified copies.
- The extension of hours for obtaining civil-status services.

**Replicability and Sustainability**

To derive full value from this initiative, the Tunisian government decided to make the Madania system available to all public agencies involved in the management and use of civil-status records, by allowing all of them to have direct access to the data they each produced. This process involved three steps. First, the technical needs were assessed to determine the system installation requirements for the data transmission network; next, the system was installed in all municipalities; and finally, data collection processes were established throughout the system. Efficient maintenance necessitates training and mobilizing human resources at the municipal level.

**Lessons Learned**

Political will and leadership proved to be an essential aspect of developing and implementing this initiative. The steering committee of technicians and specialists also played an important role. In summary, such initiatives may require significant financial resources, as well as human resources, especially technical capabilities and capacities.

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Australia

2010 Category 2 - 1ST Place Winner

Building Resources in Democracy, Governance and Elections (BRIDGE)

Australian Electoral Commission

Description

A professional-development curriculum for election officials, providing insights into the principles, skills and challenges involved in conducting well-run elections.

Summary

The number of democratic states has grown rapidly in the past 20 years, resulting in a dramatic increase in the number of elections worldwide. Young democracies, however, typically lack experience and expertise in holding free and fair elections.

In December 1999, at the invitation of the Australian Electoral Commission (AEC), a number of prominent electoral experts from around the world (the Expert Advisory Group) met in Canberra to discuss the potential structure and content of a short capacity-building programme for electoral administrators. As a result, the Building Resources in Democracy, Governance and Elections (BRIDGE) program was developed and implemented for the global good. The AEC’s BRIDGE partners are the International Institute for Democracy and Electoral Assistance (IDEA), the International Foundation for Electoral Systems (IFES), the United Nations Development Programme (UNDP) and the United Nations Electoral Assistance Division (UNEAD). The AEC, as lead agency, has funded a permanent BRIDGE office in Melbourne since the inception of the project.

The original curriculum framework for BRIDGE (Version 1) grew out of the particular experiences of the members of the Expert Advisory Group. Since the first use of BRIDGE in the field, however (in East Timor in 2001), all BRIDGE implementers and facilitators have been tasked with seeking out new examples and activities to incorporate into the curriculum. Examples of best practices and alternative approaches in election management have been collected from all over the world, from more than 50 contributors with diverse cultural, linguistic and electoral backgrounds. This has given BRIDGE Version 2 a richness and depth that make it even better equipped to meet the needs of clients.

Regional expert advisory groups are also employed to ensure buy-in and a sense of ownership. The members are key decision makers from the client groups, which ensures that the clients have representation and input at every stage of BRIDGE programmes. An example of such a group is the Pacific Island, Australia and New Zealand Electoral Administrators (PIANZEA) Network’s advisory group. It selects modules it thinks are most appropriate to the network, nominates candidates for facilitator training and helps to customise workshops by providing materials and examples from the Pacific context.

On a day-to-day basis, general queries and requests for support are dealt with through a BRIDGE e-mail address (projectoffice@bridge-project.org). All BRIDGE office staff are copied on all incoming
messages, and protocols are in place to ensure that there is no “doubling up” on answers and that no query goes unanswered.

The original intended target groups for BRIDGE were election commissioners and other electoral personnel, particularly in post-conflict and developing democracies. However, BRIDGE has been so successful and popular that the audience has now broadened to include political parties, parliamentarians, civil society organisations, election observers (international and domestic), and members of the media and security forces. BRIDGE has also been taken up by the Australian Electoral Commission as part of its induction and internal professional development programmes, and other established election management bodies, such as Elections Canada, have been exploring BRIDGE’s potential application for their staff development programmes.

**The Problem**

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 elections. There was very little emphasis on building the capacity of local electoral staff, which had potentially deleterious implications for the independence and sovereignty of the recipient countries.

At the time, no comprehensive curriculum for electoral administrators existed anywhere in the world. So in December 1999, the Australian Electoral Commission asked a group of experts to reflect on everything 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.

The need for such a curriculum was recognised in 2000 by the United Nations Transitional Administration in East Timor (UNTAET). It was on that mission that, for the first time, the UN established a Capacity Building Section as part of an Independent Electoral Commission. The AEC and UNTAET worked together to use the earliest modules of BRIDGE as a vital supporting element in that approach. Since that mission, capacity development has been a much more central plank of UN electoral assistance missions, and BRIDGE has been included in dozens of the electoral mission plans of both UNDP and UNEAD, including those for Georgia, Sudan, Afghanistan, Yemen, Bhutan and Nepal.

**The Solution**

The BRIDGE project has filled a substantial need for an appropriate mechanism to build the skills, attitudes and capacity of the large numbers of officials worldwide who were being asked, with minimal prior training or experience, to run free and fair elections in new or transitional democracies. To date, BRIDGE modules have been conducted for more than 4,000 current or potential electoral administrators around the world.

From its inception, BRIDGE has been a world leader in professional development for stakeholders in electoral processes. At its heart is a revolutionary “change management” approach based on participatory, adult learning principles. BRIDGE has changed the focus of electoral capacity development by describing and treating electoral administrators as professionals. This means that the curriculum does not simply expect rote learning of electoral law and procedures. Rather, it engages participants in dialogue about their vital role in promoting and maintaining democratic processes. While recognising the importance of skills and knowledge, BRIDGE places ethical principles at its core and challenges all stakeholders to measure their actions against these principles. In short, one of the main goals is supporting attitudinal change in the electoral world, something that had not been attempted before on so large and systematic a scale.
The use of BRIDGE may be considered for a number of reasons. A general request, not making specific mention of BRIDGE, may be received for electoral assistance or staff capacity development. In some cases, a donor or BRIDGE partner will conduct a broad country-based assessment and suggest including BRIDGE as part of an electoral assistance package. Over a series of exploratory discussions, a consensus may develop between clients, donor organisations and electoral experts that the use of BRIDGE may be appropriate. As BRIDGE has become more widely known, explicit requests for BRIDGE courses are increasingly being received. Regardless of the type of request, a needs assessment is carried out in close consultation with the client group, and a programme is developed to meet the specific needs identified.

To date, more than 4,000 participants in more than 40 countries have taken part in BRIDGE workshops conducted in numerous languages, including French, Spanish, Russian, Arabic, Pashto, Nepalese and Indonesian. All BRIDGE programs are demand-driven and planned, developed and implemented in partnership with each discrete client group.

The original objectives of the BRIDGE project were to:

- Promote internationally accepted principles of democracy and good electoral practice.
- Enhance the skills and confidence of stakeholders in the electoral process.
- Increase the awareness of tools and resources available for building and maintaining a sustainable electoral culture.
- Develop a support network for stakeholders in electoral processes and encourage a culture of sharing.

As with all effective, long-term projects, the BRIDGE implementation strategy has evolved based on lessons learned, client feedback and partner input. The experience of running BRIDGE programmes has confirmed that achieving the best possible outcomes requires extensive consultation, detailed planning, meticulous preparation, systematic implementation with an eye to sustainability, and careful evaluation. For this reason a BRIDGE Implementation Manual has been created as a reference tool for BRIDGE partners and BRIDGE implementing organisations and facilitators.

The BRIDGE implementation strategy outlined in the manual can be summarised as follows:

- Identifying needs and broad objectives and carefully considering whether BRIDGE is an appropriate tool for addressing these.
- Formulating and adopting a grass-roots strategy and plan for training, in consultation with the key stakeholders.
- Ensuring that the plan is driven by a local agenda, with stakeholders defining their own needs.
- Identifying programme objectives through consultation and contextualization.
- Thoughtfully and appropriately designing a programme.
- Considering an evaluation framework.
- Undertaking comprehensive logistical planning.
- Executing the programme in a well-organised way.
- Undertaking a well-planned and useful evaluation.
- Generating clear reports and documentation.
- Pursuing strategies for sustaining the programme and its effectiveness (for example, by creating an internalised professional development strategy so that local trainers can continue BRIDGE, and by passing ownership to the client organisation at the completion of the programme).

A great deal of consideration has also been given to setting standards for the implementation of BRIDGE.
programmes so as to maintain BRIDGE’s integrity and achieve the highest possible client satisfaction. To that end, the partners have agreed on the following rules and guidelines:

- BRIDGE implementers must advise the BRIDGE Office, as soon as they can legitimately do so, of forthcoming BRIDGE activities.
- BRIDGE workshops must be conducted by accredited facilitators, who have an in-depth understanding of the BRIDGE content and methodologies. This ensures the quality of outcomes and consistency of approach in the delivery of BRIDGE training.
- Workshops and programmes calling themselves BRIDGE must acknowledge the BRIDGE partners. Part of the strength and credibility of BRIDGE comes from the partnership, therefore it is important to give due recognition.
- Copyright of the BRIDGE materials must be respected. In this context, it must be emphasised that the translation of materials does not change the underlying intellectual property.
- BRIDGE partners may arrange translation of BRIDGE materials in consultation with the BRIDGE Office. Other individuals and organisations must obtain permission from the BRIDGE Office before undertaking translations.
- BRIDGE facilitators and implementers must provide additional activities and resources, translations, evaluations and programme reports to the BRIDGE website, via the BRIDGE Office. This ensures that lessons are learned and that the curriculum is improved on an ongoing basis.

While BRIDGE’s initial focus was on election processes, its success has led the partners to explore a broadening of the curriculum to include wider issues of democracy and governance. Major work is currently being undertaken on the development of a democracy and governance curriculum for the Asia-Pacific region. To date, this curriculum has been piloted in Vanuatu and Bhutan. As always, strong emphasis is being placed on the role of stakeholders both as participants in developing the curriculum and as potential target audiences for the workshops.

**Replicability and Sustainability**

BRIDGE is generally funded by external donor agencies, but the two guiding principles that underpin the curriculum are sustainability and local ownership. This is certainly the case in countries such as Papua New Guinea (PNG). In PNG, the initial BRIDGE programmes were funded by the Australian Agency for International Development (AusAID). However, as the number of accredited and experienced local facilitators grew, did the political will of the PNG Electoral Commission to self-fund grow also. PNG now has the ability to plan, fund, implement and evaluate BRIDGE programmes from its own resources, and this is also becoming the reality in places such as Nepal and Timor-Leste.

Electoral assistance providers recognise that building a strong and stable electoral culture in-country is more important than providing ad hoc electoral assistance from outside. Two of the largest providers of assistance, UNDP and the European Commission, have specifically recommended incorporating an electoral cycle approach and focusing on capacity development in their electoral assistance programming.

Ideally, BRIDGE should be one component of an integrated package of broader electoral assistance or of a wider and longer-term capacity development strategy that incorporates other interventions such as technical assistance, operational training and mentoring. BRIDGE is not a fix-all, a stopgap or a stand-alone product that can meet all needs. BRIDGE can neither deliver a total electoral assistance package nor take complete responsibility for capacity development. Designing and implementing BRIDGE programmes as multi-partner initiatives goes a long way to maximising BRIDGE’s institutional development potential. BRIDGE partner organisations are well placed for such cooperation. This has occurred in the Caucasus, the Pacific Island nations and the Middle East.
BRIDGE has the potential to trigger change at an organisational level. It can provide a broader understanding of an organisation and facilitate cohesion within the organisation. Workshops encourage participants to reflect on comparative examples and alternative approaches, generating blueprints or support for organisational reform. This has happened in Timor Leste, where a large number of the senior managers of the electoral management body are BRIDGE graduates. Moreover, BRIDGE has the potential to promote dialogue, contribute to a shared understanding of the challenges ahead and improve relationships between disparate stakeholders. By practicing skills such as analysis of alternative approaches and advocacy, participants are well placed to effect change on a broader level.

BRIDGE programmes have resulted in networks of professionals within institutions, regionally and internationally, that have provided peer support and served as triggers for reform long after the end of the formal programme. The BRIDGE Office is also sustained by ongoing funding from the AEC, International IDEA and IFES. The broad partnership supporting BRIDGE means that the project is not dependent on one funding source only.

The best recent evidence of BRIDGE’s sustainability and replicability is the move to develop BRIDGE’s new democracy and governance modules (DG BRIDGE). To date, this effort has been funded by AusAID, which decided to support the project largely because of its high regard for BRIDGE’s earlier achievements with its elections curriculum. As further recognition of DG BRIDGE’s viability, additional funding was secured in the 2009 round of United Nation Democracy Fund grants.

**Lessons Learned**

Perhaps the greatest obstacle to BRIDGE’s success was resistances to the new approach for helping electoral administrators improve their service delivery. The innovative BRIDGE methodology represented a major departure from the prescriptive operational-training approach that had previously predominated in the international electoral landscape. All BRIDGE partners therefore had to advocate for the new, comparative, values-based approach that BRIDGE embodied. Much work was done with the United Nations and with AusAID and other donors, in international forums, to explain the benefits of such an approach.

Apart from advocating for the methodology of BRIDGE, another central strategy was promoting the notion of electoral administration as a profession, both to the administrators themselves and to potential implementers and funders. A related strategy was to have all BRIDGE facilitators and implementers’ model professionalism and diplomacy. The partners in the project believed that if the highest standards were maintained from the outset, BRIDGE would “sell itself”. This has proven to be the case.

In the decade since BRIDGE was introduced to the world of elections, there have been numerous reviews of the curriculum and possible modes of implementation. Client satisfaction is constantly reviewed, and client feedback has led to changes. The most obvious is that the number of election-based modules has been expanded from 10 to 23, to meet clients’ stated needs and provide clients and facilitators with more choice when building their programmes.

The facilitator training curriculum has also gone through a series of changes to incorporate client feedback. There is now much more emphasis on the customization and writing of materials. This has enabled facilitators to become proficient in building BRIDGE programmes that are specific to the needs of each context in which BRIDGE is used. This has invariably led to more client satisfaction.

The biggest change recently is that as the new democracy and governance modules of BRIDGE are being developed, a more comprehensive approach is being taken to collect baseline client satisfaction data. The BRIDGE partners have engaged an evaluation expert, who is also an accredited BRIDGE facilitator, to redesign methods for assessing client satisfaction and improving education outcomes. This involves the
collection of a great deal more data before workshops and then matching it with post-workshop data in order to evaluate changes in participants’ attitudes, skills and knowledge. This process is in its early stages, but it is likely to be applied to all aspects of the BRIDGE curriculum and its implementation.

The planning and governance of BRIDGE have been reviewed regularly, first by the Expert Advisory Group and now by the BRIDGE Partner Committee (BPC). The BPC is itself a product of this review. The Expert Advisory Group had always been, as the name implied, an advisory body. When the original partnership expanded to include UNDP and IFES, it was necessary to create a governing body and to put protocols in place to ensure the smooth and productive governing of the project. It was also important to revisit the partners’ expectations for the project to ensure they did not contradict each another. The BPC has been very effective as it has overseen the development and implementation of BRIDGE Version 2 and is now overseeing the development of DG BRIDGE. To date, all deadlines have been met and all new curriculum documents have been developed to the satisfaction of the partners and BRIDGE clients.

BRIDGE implementation has expanded dramatically in the last two years, particularly in the Middle East and South Asia. This growth has led to another lesson learned: that it is vital to ensure adequate numbers of high-quality facilitators. There are three types of BRIDGE facilitators: specialist facilitators, accrediting facilitators and workshop facilitators. The most pressing concern was the shortage of accrediting facilitators, as the presence of an accrediting facilitator is required for a new facilitator to be authorised to become a workshop facilitator. A decision was made to clarify the minimum skills and hours of experience needed to attain each position. The BRIDGE website and, in particular, the BRIDGE partner newsletter were used to facilitate discussion and outline this new approach.

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Description
A project to encourage compliance with Québec’s income tax and consumption tax laws by systematically identifying tax evaders.

Summary
Revenu Québec’s mission involves collecting income tax and consumption taxes, so that all taxpayers pay their fair share of the financing of public services. However, because the taxation system is based on self-assessment, there is a risk that some taxpayers will not comply with the laws. The project known as Ensuring Fiscal Equity: Wealth Indicators was designed to support Revenu Québec’s fight against tax evasion and the underground economy by making it possible to identify taxpayers who conceal significant income from the tax authorities. The ultimate goal is to ensure that such taxpayers meet their fiscal obligations, so that the tax burden is equitably distributed and the state has adequate revenue to finance public services. The initiative has the support of both the public and the Québec government.

The Problem
Like many public administrations worldwide, Canadian tax authorities, including Québec’s, are confronted with taxpayers who do not fulfill their fiscal obligations, to the detriment of the entire population. Certain taxpayers do not report all their income; others do not file income tax returns.

Using traditional audit methods based on tax returns and accounting, it is not always possible to identify taxpayers who enrich themselves by concealing a significant amount of income from the tax authorities. Revenu Québec has attacked that problem, relying on an innovative approach that produces significant benefits.

The Solution
The project Ensuring Fiscal Equity: Wealth Indicators makes it possible to systematically identify taxpayers whose reported income could not sustain their lifestyle and who are failing to pay their fair share of income tax and consumption taxes. To identify such taxpayers, Revenu Québec gathers considerable social and financial information about individuals (their estimated cost of living, property, vehicles, investments, etc.) and uses complex economic models to estimate household expenditures. The goal is to determine whether a taxpayer’s lifestyle matches the taxpayer’s reported income. Cases involving a significant discrepancy suggest a greater risk of tax evasion.

Implementing a project of this magnitude required the agreement and support of the Québec government. To be successful, Revenu Québec overcame a number of formidable challenges. For example, an act regarding the Minister of Revenue was amended, and consent for the project was obtained from the Commission d’accès à l’information. The Commission is an independent body that strictly monitors the use of all information obtained from government departments and public bodies. The Commission has
followed the development of the project since its inception, and by performing the role of watchdog, it has helped this new audit method gain the acceptance of the authorities, the general public, various social groups and the media.

Revenu Québec also signed memoranda of understanding with many partners to use data that they collect. Information from 32 Québec government departments and agencies, 263 municipalities and a number of private firms is coupled with the tax information from both Québec and Canada income tax returns.

The analysis of more than 200 billion pieces of information required the creation of a data warehouse and an expert computer system equipped with specialized coupling and selection algorithms. The system’s integrated security technologies ensure, beyond any doubt, the confidentiality of information and the privacy of citizens.

The project has revolutionized audit methods. Because of the specialized, highly automated functions of the expert system, auditors now have access to cutting-edge technologies and a wide range of cross-tabulated data, which greatly accelerates their work. The time required to complete an audit has dropped from 200 to 21 hours. The innovative audit method has thus produced important gains in efficiency and effectiveness and increased the number of audits by approximately 4,000 a year. The rigorous, greatly simplified process that auditors now use has also facilitated communication between Revenu Québec and its clients, particularly by producing files that are more comprehensive and more easily understood by taxpayers.

Through the use of the Ensuring Fiscal Equity initiative, the state collected $220 million in additional revenue from 2003 to 2009. Taking into account the cost of carrying out the project and the operating costs, the net benefit over the same period was $183 million.

**Replicability and Sustainability**

The success of the project is due to a clear vision and a structured approach that is capable of evolving. Since the outset, the project administrators have constantly refined the wealth indicators by incorporating new sources of information, updated statistical data and improved models for estimating costs. Other areas for improvement are currently under study. The methodology has been challenged by some taxpayers, but the courts have confirmed its validity.

This project is now integrated into the daily operations of Revenu Québec and is part of the triennial planning for 2009–2012, with profitability targets comparable to those of previous years. Revenue Québec plans to recover $280 million for the period 2003–2011.

Ensuring Fiscal Equity has paved the way for more use of technologies that revolutionize the tax audit methods of governments in a sustainable way. Revenu Québec is now in a position to introduce other programmes that will make use of the impressive potential of its data warehouse and generate millions of dollars in additional revenue. For example, Revenue Québec expects to use new technologies to pursue more of the most serious cases of suspected tax evasion. The tools developed under this project can also be used for other Revenu Québec activities, such as the proposed Revenue Optimization programme, which involves tracing the assets of taxpayers with delinquent accounts. All this will be done with transparency, thoroughness and respect for privacy in order to constantly enhance public confidence in the tax administration and to contribute to the continuation of quality public services.

The detection of tax evasion is very complex, and no organisation had ever before attempted to computerize. For many governments, Revenue Québec has now become a key model in the fight against tax evasion. Indeed, at the request of several jurisdictions, Revenue Québec has held formal meetings to
present its new audit approach to Canada’s national government, the provinces of British Columbia and Ontario, and the governments of Argentina, Australia, France and Madagascar.

**Lessons Learned**

Six factors were key to the success of this initiative:

- **Political will and government cooperation:** The government consistently demonstrated its willingness to deal innovatively with the problem of tax evasion. This buy-in was vital; with such a major project, ministerial control was essential to obtain the legislative changes needed.

- **Public support:** Because setting up a new audit approach also affected citizens, their support for the project was equally crucial. The various surveys conducted over the last decade have shown that the population backed the government’s efforts to ensure equitable distribution of the tax burden among all citizens.

- **Respect for privacy:** Rigor in the selection of audit records and secure screening of information were fundamental to maintaining the commitment of the authorities and the support of citizens.

- **A clear and structured approach:** When developing large projects, it is easy for organisations to set targets that are too ambitious and timelines that are unrealistic, thus running the risk of not achieving the desired results or staying within the budget. The use of a clear and structured approach was the secret to avoiding these complications. The basic project plan was simple, with well-defined stages and achievable goals at every stage. The plan evolved gradually and was periodically evaluated.

- **Investment in modern technologies:** Modern technologies have allowed major advances in processing and storing data. Adequate data storage proved to be the most powerful tool to help this project fight effectively against tax evasion and undeclared work.

- **Constant review of methods:** In large enterprises, methods of work often change. Project developers should not hesitate to question existing methods and suggest approaches that may be radically different. However, it is important to manage change and make the benefits clear to affected employees. In the case of the Ensuring Fiscal Equity project, training and support staff were essential.

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Western Asia

**Saudi Arabia**

2010 Category 2 - 1ST Place Winner

Development of e-Education

King Saud University

**Description**

An online administrative and pedagogical tool designed to improve delivery of university services in response to increased demand.

**Summary**

This initiative focused on developing an e-learning environment at King Saud University for the benefit of the students, staff, and faculty. Phase one involved building the skills and awareness among faculty to help them understand e-learning processes and enable them to teach courses online. The second phase provided technical support for students to allow them to use the e-learning programmes and gradually transition away from traditional course delivery formats. The third phase of the project encouraged research and scientific publishing in the field of e-learning.

**The Problem**

The university has a responsibility to effectively manage student enrolment and course delivery procedures. This entails providing various services: processing applications for admission, registration, transferal and withdrawal; documenting and maintaining records related to academic standing, campus residence, personal profiles and student demographics; disseminating information and course materials to prospective and enrolled students; and delivering course content. Traditionally, students could obtain these services only by coming in person to the Office of the Dean of Admission and Registration or to campus classrooms and lecture auditoriums, which created challenges for all concerned. Because of the great demand for the administrative services, large crowds of students and others would assemble at the dean’s office daily. This would create an enormous mental and physical burden for the staff and challenge supervisors in ensuring the safety of procedures and reliability of services provided. Students often had to make repeated visits, which meant inconvenience and the risk that they would be shut out of courses because they failed to enroll within official time frames. For many students, course participation was also impeded by gender restrictions, limited opportunity for course placement due to growing numbers of registrants, and conflicts between course schedules and employment obligations. Individuals living at a remote distance from the university and those with physical impairments also had trouble gaining access to courses.

**The Solution**

To overcome the limitations of conventional mechanisms for academic administration, enrolment management and course delivery, and to ease the frustrations of students, staff and faculty, King Saud University devised “Edugate”, a Web-based electronic portal system. Through this system, the university has succeeded in converting hundreds of thousands of documents to an accessible electronic format; after only two years, it has been able to dispense with the old record-keeping methods entirely. Edugate has also helped expand the reach of the university to other communities nationwide and abroad. As of December 2009, the student body totaled 80,000, inclusive of online course registrants. The university has catered to existing demand by widening access to services and opportunities for education. It has also
promoted further demand by adding new academic fields to the curriculum, providing additional administrative services, and offering easy, real-time access to data that was not previously available. The university now maintains efficient communication with all members of the faculty and staff via e-mail and SMS mobile. Students can access their accounts online, allowing them to monitor their academic standing as well as plan and modify their course registrations. The benefits of Edugate thus extend to every segment of the university community. By decongesting its administrative systems and by utilizing modern technologies, the university has empowered its staff and faculty to achieve higher standards of service delivery.

The initiative was originally proposed by the Office of the Dean of Admissions and Registration. It became an institution-wide effort to address the concerns of those inside the university as well as outside stakeholders. The initiative evolved over time and was to some extent shaped by changing social and technological developments. A group of university officials provided expertise and oversight for the project as it progressed through the following developmental stages: strategic planning, action planning for implementation and follow-up, operations management, and training and evaluation. A critical role was played by specialists in database and information security management, information technology, and all of the related academic disciplines.

**Replicability and Sustainability**

This highly successful initiative represents a model for all universities. Widespread access to educational services is an important civic right, and providing services efficiently and conveniently is in the best interests of students, staff and faculty. To ensure the initiative’s sustainability, the government must continuing allocating adequate financial and technical resources. Technical support is an absolute requirement to help the university and its related communities use the new technology and troubleshoot problems.

The investment in e-learning is readily justified by the many positive returns. By improving the delivery of education, the project benefits individuals and Saudi society. In addition, there are environmental benefits. Because the Edugate portal makes data available electronically anytime, anywhere, it reduces the need to print paper documents and records.

**Lessons Learned**

Many lessons came from developing and implementing this initiative. The most notable was that by adhering to the principle of providing equal opportunities, the university was able to reduce the barriers posed by gender inequality. In doing so, a more fair and just environment was created for all. Another lesson was that the university can serve as an effective catalyst for bridging the digital divide, within and beyond its campus, by spreading Internet use to all parts of the Kingdom of Saudi Arabia. Finally, regarding the implementation of this initiative, simplification proved to be conducive to attaining accuracy and efficiency.

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## 2010 Category 2 Innovative Initiatives

### Improving the Delivery of Public Services

#### 2nd Place Winners

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Africa
Tanzania
2010 Category 2 - 2ND Place Winner
Property and Business Formalisation Programme (MKURABITA)
President’s Office - State House

Description
This is a community-empowering initiative to legalize property ownership in the informal sector to facilitate the participation of the marginalized majority in the national economy.

Summary
MKURABITA is the Kiswahili acronym for the Property and Business Formalisation Programme, 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 programme aims to empower 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 that has created a cadre of surveyors, land administrators, hand-held GPS users, experts in geographic information systems (GIS) and land adjudicators.

The Problem
The initiative was designed to address the extensive extralegal (informal) sector in the country, which is a result of historical events. During the colonial era, laws and rules allowed few people—mostly foreigners—to control formal trade and land, leaving natives to fend for themselves in the informal sector. This situation led to the existence of a dual system of property and business ownership whereby the poor majorities in Tanzania own and exchange assets outside the legal framework and cannot use their holdings to create sufficient wealth for social and economic advancement. This dual system persisted even after the post-independence attempts to unify business and property systems under public ownership through the Arusha Declaration of 1967.

Following the Arusha Declaration, the Government of Tanzania implemented a series of macroeconomic and legal reforms that led to impressive improvement in the country’s macroeconomic performance. However, in 2003–2004, it became obvious to the government and the people of Tanzania that the reforms were largely directed at the formal sector and were not generating the expected trickle-down effects that would lift the majority of people out of poverty. A study revealed that the existing legal framework governing properties and businesses was largely unfriendly to the owners of small businesses and properties. It became apparent that nationwide intervention was necessary to achieve the objective of using property rights for the economic empowerment of the marginalized majority in the country.

The Solution
In 2004 the government created the Property and Business Formalisation Programme, better known by its Kiswahili acronym of MKURABITA. It was given a mandate to recruit local and international consultants to assist the government in assessing the nature and magnitude of the informal sector, with a
view to designing a programme that would gradually move most Tanzanians into the formal sector. The thinking was that viable and sustainable economic development is possible only within an agreed legal and institutional framework and that legally recognized; secured and accessible property rights constitute an important stepping stone to a wide range of economic benefits available in the formal market.

The underlying theory of MKURABITA is that the working of a formal market economy must always be governed by law. All undertakings and institutional arrangements that function outside the formal legal framework, even when they are seemingly acceptable to the majority of the people, are extralegal and essentially defective and uncompetitive in a market economy. Indeed, assets owned and exchanged within the extralegal setting are so “defective” that the owners are perpetually held hostage by the inherent deficiencies of small markets, informal capital outlays, poor information systems and limited connectivity to centres of knowledge and technologies.

The intention of the MKURABITA programme is therefore to target property owners in the extralegal (informal) sector, and to facilitate the transformation of their large stock of real estate and business assets into entities that are legally held and exchanged in the formal market. The ultimate goal is to help the owners of formalized assets use them to access economic opportunities in the formal economy and increase their incomes.

The main objective of MKURABITA is, therefore, to build a standard, unified system of property and business rules that takes the customary property and business arrangements (archetypes) that prevail in the informal sector in different locales, and merges them with a reformed legal and institutional framework. This is essentially a process of extinguishing the current dual system of real estate and business ownership and control.

To that end, the programme is set to begin at the village level and continue at the national level, facilitating significant changes in land demarcation (surveying), land use planning, titling, registration and information management systems that record data about property owners and transactions.

MKURABITA consists of four phases. Phase 1 involved diagnosis of the informal sector, which entailed:

- Mapping out the scope of extralegality in the real estate and business sectors in both rural and urban areas, studying the operational systems and institutional arrangements governing transactions within the local community and with outside actors.
- Establishing how the owners of extralegal assets interact with formal (state) systems, and what obstacles they have to overcome when they attempt to formalize their assets.
- Reflecting on previous and ongoing private and public efforts to legalize ownership of real estate properties and micro and small businesses.
- Estimating the monetary value of the extralegal assets.

The second phase of the MKURABITA programme consisted of reform design. This phase, which aimed at re-engineering the existing legal and institutional framework, began in earnest in January 2006 and was largely completed in May 2008. Six Tanzanian experts carried out the reform design work, with technical support from a team of consultants from the Institute of Liberty and Democracy based in Lima, Peru.

The methodology used was termed convergence analysis. The property archetypes were standardized; at the same time, property laws were reviewed and improved to remove the inbuilt barriers to formalization. Then the two systems were merged to produce a series of reform proposals that were submitted to stakeholders for consideration.
Five main types of reforms were developed:

- Proposals to formalize rural and urban real estate (see items 1–4 in the table below).
- Proposals to formalize business (items 9–11).
- Proposals to facilitate economic use of formalized real estate assets (items 5–7).
- Proposals to facilitate business growth and economic use of assets (items 14–17).
- Proposals to address cross-cutting issues such as a system of personal identification, the need for administrative simplification, and creation of a specialized institution responsible for formalizing business and real estate assets.

The third phase of MKURABITA entails implementation: institutionalizing the legal and institutional framework developed during the second phase, as well as rolling out the processes for formalizing extralegal assets. This phase began in July 2008, and it is being carried out through short-term plans (one year), medium-term plans (five years) and long-term plans (ten years) that focus on proactive property and business formalization campaigns, consensus building, and establishment of feedback mechanisms, a national database and a record-keeping organisation. Phase 3 involves:

- Amending and or enacting new laws or regulations that will facilitate institutionalization of fast-track and cost-effective proposals for formalizing properties and businesses.
• Reviewing selected policies and establishing the local and central government structures proposed for mainstreaming property and business formalization.
• Strengthening institutions by supporting the establishment of the necessary infrastructure and personnel training programmes.

Throughout the implementation phase, a capacity-building approach is being used to empower local authorities. The steps include introducing the formalization process at the regional and district levels, handing over assets and equipment for formalization by the District Council, raising awareness at the ward, village and hamlet levels, working with the village land-use planning committees and establishing GIS laboratories in districts. These efforts are leading to a more effective and responsive public administrative in Tanzania.

Phase 4 of MKURABITA will focus on capital formation and good governance. The activities in this phase will involve formulating and implementing recommendations for connecting the newly formalized properties to national, regional and international capital markets and allowing property to be leveraged to create capital and generate more wealth.

Replicability and Sustainability
By empowering local authorities and helping build their capacity to formalize landholdings and businesses, MKURABITA is moving Tanzania toward sustainable delivery of secured property rights. Specific achievements include:

• **Efficient formalization of village land.** Before implementation of the initiative, all land formalization matters were handled by the Center by the Ministry of Lands, Housing and Human Settlement Development. Now that the process has been decentralized, the time spent formalizing village land has been significantly reduced—from six months to two months.

• **Enhanced professionalism through the creation of a database of experts.** The capacity-building process carried out from the national to village level has created a sustainable database of professionals in the management of property rights delivery and secured rights in the country. The process created surveyors, land administrators, hand-held GPS users, GIS experts, land adjudicators, etc.

• **Creation of a sustainable land management process within District Councils.** Trained ward teams can be used to facilitate land formalization in neighboring wards and villages. In this way, the formalization process will be smoothly and speedily carried out all over the country. The villagers’ ownership of the process assures further continuation and sustainability.

• **Cost savings.** Before the implementation of MKURABITA, the cost of formalizing land in one village was approximately 35 million Tanzanian shillings (US$23,171. After the initiative was introduced, the cost went down to approximately 15 million Tanzanian shillings (US$9930).

• **Availability and accessibility of land management information in the District Councils.** The creation of GIS laboratories at the district level has ensured that information related to property management issues in a given district is available and easily accessible.

Lessons Learned
The MKURABITA initiative is a good example of the public being the providers of a service—in this case, property formalization—and, at the same time, the beneficiaries. Such an arrangement can be an effective incentive for reform. The opportunity for Tanzanians to take ownership of the formalization process and reap its rewards has motivated efficient implementation of MKURABITA and promises to enhance its sustainability. Participating in developing the programme was also a great source of pride for Tanzanians and has contributed to confidence building.
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**Republic of Korea**

**2010 Category 2 - 2ND Place Winner**

Hope-Plus and Ggum-Na-Rae Savings Accounts
Welfare Policy Bureau, Seoul Metropolitan Government

**Description**
A project to assist poor working families acquire savings and become more goal-oriented, as a means of lifting themselves out of poverty.

**Summary**
Seoul’s Hope-Plus and Ggum-Na-Rae Savings Account project is a private-public-NGO partnership. It promotes self-reliance and asset building for the city’s working poor by encouraging long-term savings with matched funding and the provision of integrated social services, such as financial counseling and job placement. Since its inception in 2008, participation in the savings programme has grown from 2,000 families to 20,000, with only a 2 percent dropout rate. Sixty-nine percent of the beneficiaries are single-parent families and households with handicapped members. The Hope-Plus initiative has spawned asset-building projects in four other major cities and provinces, and the Korean government soon thereafter made plans to launch a similar programme nationwide.

**The Problem**
The recent global economic downturn, following the financial crisis and corporate restructuring that swept the Republic of Korea in the 1990s, is putting working-class people at a higher risk of falling into the “poor” category. Those already classified as working poor face a more fundamental problem—being trapped in a fixed social structure that makes it difficult to escape poverty. Even though they work hard, increasing job losses and employment insecurity mean few opportunities for them to advance. This has generated an even stronger sentiment of deprivation among the poor, resulting in a new phenomenon: “hopeless poverty”.

The existing welfare policies in Korea have fallen short of addressing this newly emerging poverty problem. In particular, the National Basic Livelihood Security (NBLS) programme, which is the primary social safety net in Korea, has institutional loopholes, and its allowances don’t adequately reflect actual cost of living. Furthermore, it grants welfare benefits only to those citizens with incomes below the minimum subsistence level, thereby reducing the incentive for people to work. In addition, by relying mainly on cash payouts, the NBLS programme perpetuates a view of the poor as passive aid recipients and weakens their will to become self-reliant. The failure of NBLS policies to help end poverty can be seen from the fact that welfare caseloads dropped by a mere 6 percent in 2007. Additionally, the programme pays insufficient attention to Koreans in the second-lowest income group, doing too little to keep them from falling into poverty.

In 2008, the Seoul Welfare Foundation released a study of the living conditions and welfare needs of low-income residents of Seoul City. The researchers came to the conclusion that under the current social structure, more than 90 percent of low-income people could not improve their living conditions within the
next five years, despite their hard work. In addition, means testing to determine eligibility for assistance tends to discourage the underprivileged from saving money and building assets. This in turn creates a vicious cycle of intergenerational transmission of poverty. Thus despite massive government spending, the NBLS programme has a limited effect in promoting the self-sufficiency of low-income families.

A consensus has emerged on the need to formulate a new welfare policy. What is most needed is a long-term antipoverty initiative that encourages people to work and save for their future.

**The Solution**

In 2008, the Seoul metropolitan government developed programmes designed to meet the needs of its residents with a view to ensuring self-sufficiency, participation and universal care. One of the programmes is the Hope Dream Project. It is a comprehensive initiative intended to assist low-income citizens in their efforts to help themselves, and at its core is asset-building support. The Hope-Plus Savings Account programme encourages people to work and save for economic independence; in the process, it helps develop human and social capital. The idea is to refrain from unilateral support and actively engage participants so that they can stand on their own feet.

The Hope-Plus Savings Account is run through collaboration among the Seoul government, the Seoul Welfare Foundation (SWF), case management organisations, companies, banks and other relevant organisations. The Seoul government has created necessary infrastructure by funding, promoting and designing the programme. The SWF, established by the city of Seoul, played a role in the planning stages and recruits participants, arranges financial education and self-help groups and provides housing and business startup services. Case management organisations are responsible for supporting individual participants. The Community Chest of Korea and sponsoring companies provide funding, while banks manage savings accounts. Other organisations such as SH Corporation, the Seoul Foundation for Arts and Culture and Seoul City Credit offer supplementary services like cultural events and training on business startup and housing.

The primary target for the programme is the second-lowest income group, whose members are not poor enough to receive government subsidies. The top priority in the implementation phase has been motivating participants to take responsibility for themselves and make new plans for the future. A variety of additional services like financial education and one-on-one financial counseling have been arranged and 90 case-management organisations have been engaged to supervise individual cases.

The Hope-Plus Savings Account programme was designed to assist working-poor families accumulate savings to cover housing and certain other expenses. If a working-poor individual deposits 50,000 to 200,000 Korean won (about US$50–US$200) per month for three consecutive years, the programme provides a matching amount from a fund supported by the city and private donors. This programme aims to encourage low-income earners to become goal-oriented and to create the foundation for ending their own poverty. A related effort is the Ggum-Na-Rae Savings Account programme. Under this programme, a low-income household with a child under the age of nine can deposit 30,000 to 100,000 Korean won (about US$27–US$90) for five to seven years and receive a matched contribution. This programme is aimed at breaking the intergenerational poverty cycle and cultivating a future-oriented mindset by helping the working poor accumulate education funds for their children.

Since their initial launch in 2008, both Hope-Plus Savings and Ggum-Na-Rae Savings have been hugely popular with citizens. As of 2009, more than 45,300 people had applied for 20,000 spots in the programmes. In the selection process, priority was given to the socially vulnerable (e.g., single-parent families, households with a disabled member, families with multiple children), and they accounted for 69 percent of the total selected. A whopping 81 percent of participants came from the second-lowest income group, which has long been neglected in the National Basic Livelihood Security programme.
The Hope-Plus and Ggum-Na-Rae Savings programmes focus on giving the poor an opportunity to build their assets, while spreading hope that through hard work, the poor can lift themselves out of the poverty trap. In establishing that approach, the Seoul government was guided by various domestic and overseas studies demonstrating that asset building can instill confidence in the poor and alleviate poverty.

One important strategy was to carefully define the target group and limit the ways they may use their savings. Eligibility for the Hope-Plus Savings Account is restricted to those who have worked for more than 10 months in the past year. In addition, the participants are allowed to use their accumulated funds only for housing, micro-enterprise start-up, or higher education for themselves and their children. Meanwhile, funds accumulated in the Ggum-Na-Rae Savings Account be used only for the education of the participants’ children.

A second strategy is to minimize the number of dropouts from the programmes by closely monitoring all participants and providing them with support services. Through business arrangements with private organisations and Seoul City agencies, the programme participants can receive services ranging from counseling to job placement. The individualized attention and availability of support encourages the participants to stay in the programme.

A third strategy is to increase the potential for self-reliance by helping participants develop human and social assets as well as financial assets. In this context, the programme participants are provided with financial education, financial counseling and life planning services in order to nurture a habit of reasonable spending and savings and investment. In addition, the project has actively supported the creation of an online community for the participants, which in turn has led to voluntary offline gatherings and collaborative human networks. Such online and offline gatherings have made a positive contribution to information sharing and continuous participation in the programmes.

The success of Hope-Plus and Ggum-Na-Rae Savings is evident from a number of indicators:

- Of 10,077 participants who started in 2009; a total of 9,931 still remained in the programmes as of April 30, 2010. That translates into a remarkably high retention rate of 98.7 percent.
- The combined savings of programme participants reached 9.327 billion won (US$8.403 million) in November 2009.
- In a December 2009 survey of 462 Hope-Plus Savings account holders, 98 percent of the respondents said that the programme encouraged them to be self-reliant. Another 92.9 percent said the programme was helpful to their family finances, 87.4 percent were satisfied with the financial-skills training, 80.8 percent felt enhancement in quality of life and 71.4 percent reported improvement in family relationships.
- Qualitative surveys of 98 families involved in the pilot found that their attitudes about their lives improved as they moved through the programme phases. At the initial stages, families were mostly worried and hopeful at the same time. In the middle phases, they looked back and reflected on their past, made habitual saving a part of their lives, developed clearer goals and formed positive attitudes and stronger family bonds. At the final stages, they felt a sense of achievement and planned to continue saving even after completing the programme.
- The Hope-Plus Savings Account programme has inspired central government agencies such as the Ministry of Health and Welfare and the Ministry of Gender Equality and Family, as well as a large number of local governments, to consider similar initiatives.
**Replicability and Sustainability**

Sustaining and expanding the Hope-Plus and Ggum-Na-Rae Savings project depends in part on having adequate financing. Therefore, it is necessary to identify a stable source of financial resources by forging an alliance with private fund-raisers who share an understanding of the purpose of the project. In particular, efforts should be made to establish cooperative relations with the philanthropic arms of large companies or religious organisations to obtain financial support in the mid- to long term.

It is also necessary to raise awareness of poverty across society and to actively utilize charitable resources within the community. Aside from financial assistance, various educational and cultural or welfare services that help develop a sense of economy, vocational skills and child care capacity should be provided in a comprehensive manner. In addition, it is also necessary to prepare follow-up self-support programmes that can be adopted after participants complete the savings programme. When a local government carries out this project with the focus on these issues, the synergistic effects will be maximized.

In terms of regulatory sustainability, it is necessary to enact laws supporting asset creation for the poor so that the project can be implemented in a stable manner. Under the current system, the poor instantly lose their eligibility for welfare benefits from the NBLS once their assets exceed the minimum subsistence level. Therefore, it is likely that those who are close to the minimum subsistence level will refrain from joining the project. For this reason, it is important to make reforms so that the poor can maintain their benefits eligibility for a certain period while receiving long-term assistance with self-reliance.

As Seoul City pushes forward with the Hope-Plus and Ggum-Na-Rae Savings programmes, other efforts to promote individual development accounts (IDAs) are also under way. In October 2009, a government-led IDA pilot project began to recruit participants in four metropolitan cities or provinces (Gyeonggi, Incheon, Busan and Jeonbuk). The project supports low-income families where the head of the household is under the age of 34. In addition, the Korean government launched the Hope Building Savings Account programme in 2008, targeting 180,000 people nationwide. To encourage NBLS recipients to work, the programme allocates up to 300,000 won (about $270) to those who earn more than 70 percent of the minimum subsistence costs. Half of the expenses are supported from the central and local governments, and the remainder is covered by private sponsorship. The accumulated funds are given to participants only after they get de-listed from NBLS. Meanwhile, many local governments (Changwon City, Namyangju City, Pyongtaek City, Dalseo District of Daegu City, etc.) are also implementing initiatives modeled after the Hope Dream project.

**Lessons Learned**

The success of the Hope-Plus and Ggum-Na-Rae Savings Account programmes shows that supporting asset accumulation is an effective way to end hopeless poverty. Being able to save or hold assets has a positive impact on poor people’s attitudes and their prospects for the future. Even though it does not provide a comfortable life immediately, it gives hope and opportunity to the poor and strengthens the social fabric by encouraging them to actively participate in the labor market.

By supporting low-income families in building assets, Seoul City’s savings programmes boosted the participants’ confidence and helped cushion them from future economic shocks in the case of job loss, health problems, etc. Three factors were key to the project’s success:

- **Traditional values:** Traditionally, Korean people are bound by strong family ties and a commitment to saving money. In consideration of these characteristics of Korean society, Seoul City recruited families to participate as a unit, thereby drawing communal involvement and commitment.
• **Collaboration:** The project was able to take advantage of abundant resources from various organisations in Seoul City. In cooperation with the Seoul Welfare Foundation, which first envisioned the programme, and other partner organisations focusing on social and economic welfare, culture and housing, the programmes could provide integrated services to participants, thereby minimizing the dropout rate and nurturing the will to become self-reliant.

• **Decision makers’ commitment:** Substantial resources and effort were needed to launch the project, and an ongoing investment is needed for continuous growth and success. Without a strong commitment from decision makers, it would be impossible to secure adequate financial resources to support matching funds, closely manage the cases of participants, and run a long-term self-support programme.

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2010 Category 2 - 2nd Place Winner
INPS Mobile Counter for Disabled and Elderly People
Instituto Nazionale della Previdenza Sociale (INPS)

Description
This is an initiative to make the services of the National Institute for Social Security more accessible to Romans who face serious difficulties visiting the agency’s offices.

Summary
Italy’s National Social Security Institute (INPS) serves 35 million constituents, issuing pensions, unemployment benefits and many other types of social insurance. However, gaining access to these important public services is often challenging for the disabled and the elderly. To better serve these customers, the INPS launched an initiative entitled the Mobile Counter, which allows them to obtain services via telephone and other forms of information and communication technology. People over the age of 80 and those with disabilities are entitled to the Mobile Counter benefits. A PIN code is provided to them in a letter. After receiving the PIN code, they can contact the Mobile Counter and submit their service request. The Mobile Counter significantly reduces expenses for the management of public services and speeds problem solving.

The Problem
The city of Rome is charming. The buildings of its ancient civilization are well preserved and attract millions of tourists from all over the world. It is difficult, however, to harmonize the precious ancient structures with up-to-date ways of providing services to all people, including those with limited mobility. Narrow roads and a large number of cars hold up the traffic; sidewalks are architectural barriers for people in wheelchairs; and it’s almost impossible to move in the streets without being jostled. For these reasons, it is difficult for disabled and elderly people to reach INPS agencies to address administrative issues.

In the past, to take care of INPS business, all customers had to come in person to the agency. Even a simple action such as signing a pension dossier meant personally visiting an INPS office. This often caused great inconvenience and hardship for anyone who was elderly, disabled, in a nursing home or hospital or otherwise limited in mobility.

The Solution
The INPS Mobile Counter now eliminates the need for physically challenged customers to complete transactions on INPS premises. In the process, the Mobile Counter is improving relations with customers. In most cases (about 92 percent), matters can be handled over the telephone or by using other communication and IT tools. In the remaining 7 or 8 percent of cases, where authentication of a signature is required, the solution is for INPS staff to visit the disadvantaged customer at home.

People with disabilities and those over age 80 with attendance allowances, are entitled to Mobile Counter benefits. A personal identification number, or PIN code, is provided to them by means of a letter. After receiving the PIN code, they can contact the Mobile Counter and submit their service requests. The
Mobile Counter is also available to people who are hospitalized for long periods, as they would be unable to go to INPS offices. In addition, phone calls can be made to the Mobile Counter for informational purposes (for instance, to get information on one’s pension or on paid contributions). In such cases, the Mobile Counter provides the information in real time using the computer aids with which the Institute is endowed. The privacy of pensioner data is always guaranteed.

The project has been in operation since January 2009, following a nine-month trial in a limited area in Rome. That experimental phase involved 3,800 people, including 192 blind people, 139 partially sighted people, and 3,500 people over age 80 that were entitled to attendance allowances. The trial was useful in assessing effectiveness and determining the choice of organisational methods and equipment.

The Mobile Counter has cooperated with INPS suburban agencies to create posters and information sheets to increase public awareness of the service. The second Municipality of the City of Rome, particularly concerned over disability problems, has made its own institutional website to provide citizens with informative material on the Mobile Counter.

The initiative has been successful on many levels. The Mobile Counter has been able to operate at low cost and with few human and material resources. In one year, PIN codes were sent to about 7,200 users and some 1,200 cases were closed. About 500 of these involved complex matters handled within seven to ten days; 700 problems were of low to medium complexity and were resolved on the spot.

By providing home services where necessary and offering the convenience of simply using the telephone for most matters, INPS improves the delivery of services in many different ways. First there is the time savings for the disabled or elderly customer. Second, there are cost savings for both the customer and INPS, which doesn’t need to refund the customer’s taxi fare. Third, reduction of queues at INPS offices means that non-disabled users are able to receive faster service and more attention from the front-office staff. Fourth, there are environmental benefits: a reduction in CO₂ emissions because car trips for in-person visits are avoided.

Another very crucial benefit of this initiative is that it demanded the inclusion and participation of disabled INPS staff. Because of their experience and sensitivity, they were able to make valuable contributions that improved the project. At the same time, they gained a stronger sense of belonging to the company and a greater sense of utility.

The high social value of the project, both for the targeted beneficiaries and for the disabled personnel who work on it, is a compelling reason for its transference to other national and international organisations.

**Replicability and Sustainability**

The Mobile Counter initiative is easily sustainable and transferable to other organisations, thanks to the simplicity of organising and implementing it (already tested and validated in Rome, a complex city) and the very contained costs. From an economic point of view, the initiative has been sustained exclusively by internal resources. One important factor in this has been collaboration with civil-society associations, such as the Italian Union of the Blind (UIC). Since the start of the project, the UIC has provided highly qualified volunteers (retired INPS staff) who consult periodically and without any remuneration to improve the Mobile Counter service. Such profitable collaboration has allowed INPS to keep costs down, while the UIC volunteers are pleased to stay active and to continue putting their expertise to use.

The Mobile Counter initiative has received much recognition from outside groups, but above all from customers. Users of the system often send letters of thanks for the services received, and appreciation is constantly expressed during home visits. Thanks to such satisfactory results, the initiative has also aroused the interest of INPS agencies elsewhere. For instance, the regions of Campania and Lombardy are
beginning similar projects. All these activities are included in a wider national effort called INPS Oltre, which aims to coordinate all the initiatives for meeting the needs of elderly and disabled people and those in hospitals, rest homes and prisons.

The Mobile Counter is currently starting operational contacts with other public administration entities (regions, ministries, welfare organisations) to be able to divulge the prototype and to perfect an integrated model that could provide comprehensive services to disabled and elderly people.

The INPS Mobile Counter project is among the top winners chosen by the Italian Ministry of Public Administration and Innovation in its “Awarding the Results” contest. The project also received the Best Practice Certificate at the European Public Sector Awards in 2009.

Lessons Learned
The main challenge in implementing the project was documenting and safeguarding the data collected about users of the Mobile Counter service, and finding a way to be certain of the identity of callers. After experimentation, a personal code (PIN) was issued to every eligible person. People interested in using the INPS services must first indicate their safety code when they call the Mobile Counter. For safety reasons, Mobile Counter personnel are also trained to always ask a series of questions to confirm the caller’s identity. If there are any doubts, the service request is refused.

Another minor obstacle was securing the trust of elderly and disabled persons to allow INPS personnel into their homes. Although this was not a frequent problem, it was successfully addressed by setting up appointments in advance, giving precise information about the names and characteristics of the visitors and requiring them to present official photographic identification when they arrived.

Another noteworthy obstacle was initial skepticism about the project from some organisations, both private and public, about the disability focus. This has been overcome with small but continuous steps to increase sensitivity toward people with disabilities. The involvement of disabled INPS staff in the project has helped in this regard. So has collaboration with other public institutions and with non-profit organisations such as the Italian Union of the Blind.

Finally, it has been valuable to have qualified retired INPS staff volunteering on the project. This gives the participants a sense of utility while producing significant economic savings for the government.

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Sultanate of Oman

2010 Category 2 – 2nd Place Winner

Manpower IT Enabled Service Centre
Ministry of Manpower (MOMP)

Description
The Ministry of Manpower in Oman established the Manpower System, with service centres (Sanad Centers), which are operated by young Omanis, to provide a number of services to promote employment through electronic channels, by reducing processing time.

Summary
The Ministry of Manpower in Oman established the Manpower System. A large and crucial component of this system are the SANAD Centres which are operated by young Omanis, and provide a number of services to promote employment, including the electronic renewal of immigrants' work permits, reducing the processing time from anywhere between 1 and 3 months to 1 week, renewing up to 500,000 permits each year. Departments work in an integrated way to provide such services and a 'smart form' was 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 programme, a crucial part of the Manpower System, 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 creating knowledge workers through a unique and innovative business model that is technology driven and 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 private businesses there is increased convenience in using the ITES centres as a multi-service vending facility.

The Problem
Before the implementation of Manpower system, the work flow of any application was tedious, and time consuming. Due to the manual filing of applications, the responses were quite slow. For example, to apply for a work permit, the companies or sponsors would require anywhere from 1 to 3 months for processing time. In addition, the Public Relation Officers would have to queue to submit the application manually or to seek clarification on any aspect.

With the work flow substantially increasing daily, the Ministry’s counters were getting too crowded. Collaboration and interactions with other government organizations was not possible or very difficult.
The Solution
By implementing the Manpower System, Ministry of Manpower was able to process huge numbers of applications daily. As the numbers of the working population in the country continued to increase daily, it was crucial that the Ministry of Manpower move ahead and make better use of technological advances.

MOMP is one of the first governmental organisations in the GCC to implement Smart forms. One of the key benefits of the system has been the ability for, MOMP to make the services easily accessible to the public. The Public can check the status of all the applications online through the ministry portal, and they can be provided with SMS confirmation of acceptance of applications.

Manpower system has automated this tedious application process, thus improving the efficiency of their operations. By making lots of status checking services available online, the MOMP is able to save on huge operational costs on paper and is able to better utilize its staff. The MOMP was able to gather the much needed trust in its services from its citizens and residents by this better utilization of technology as well as by making the transactions secure.

Replicability and Sustainability
The Manpower System is a highly sustainable one. As the number of expatriates coming to work in Oman and number of Omani nationals working in the private sector grows year by year, the system remains feasible. As the utilization of internet services grows within the Omani community all government organizations will be forced to introduce more and more e-services.

The Manpower System today is fully integrated with other Ministry databases and is able to provide integrated services to support G2G e-Government initiatives. The following are the government agencies that are linked to the Ministry database:

- **Royal Court Affair** allows viewing of work history for any jobseeker from the National Manpower System. This link helps the Royal Court Affair to accept or reject any job application by checking the current job status, qualification, education, occupation and work experience.

- **Public Authority for Social Insurance (PASSI)**, the Ministry uses PASSI data to check national labor manpower employee’s information, if the employee’s is insured by the company. The resignations data of employee manpower from PASSI is automatically updated to the MOMP database (resignations status).

- **Ministry of Civil Services** retrieved the national manpower information from the MOMP to ensure that their information matches the job application. The MOMP benefits from the Ministry of Civil Services in updating the manpower job status.

- **Ministry of Social Development** uses the MOMP database to check if the social benefit status applicant has any business income or is employed. In Addition the Ministry of Social Development benefits the number of manpower statistic reports from the ministry database.

- **Muscat Municipality** verified the national manpower information from the MOMP to ensure that their information matches the job application.

- **Muscat Immigration (ROP)** checked the number of work permits for foreign manpower for specific permit application before giving the immigration permit.
- NRS renewal labor card information is sent automatically through BIZTALK to ensure that the civil card will not be printed unless the information is renewed by the Ministry.

- Taxation Muscat, checked companies’ information, total number of manpower and their salaries to calculate the taxation and to create taxation certificate.

- Tender Board checked if a company dissent ministry regulations before giving the tender approval. As it is the system has evolved to one that serves more than Ministry of Manpower.

**Lessons Learned**
The impact of this initiative is evident from the number of applications the MOMP is able to process on a daily basis. This is especially true at a time when the number of working people in the country is increasing at such a rapid rate.

By making lots of “status-checking” services available online, the MOMP is able to save on huge operational costs, such as on paper, as well as is able to make better utilization of its staff. The MOMP was able to gain the much needed trust in its services from the citizens and residents by better utilizing technology and by making the transactions much more secure.

The MOMP was able to provide opportunities for young Omanis to be entrepreneurs by starting SANAD Service Centers. SANAD Service Centers provided large number of job opportunities to Omani job seekers.

Another major impact of the Manpower System is the benefits it provides to other governmental organizations. Other governmental organizations are able to reduce their operational costs by having a database linked with the MOMP. This has helped other organizations obtain the details within the national manpower, whenever needed. This initiative, being highly sustainable, was able to integrate with other government organizations easily.

This project by the MOMP has helped by giving more job opportunities in the private sector to Omanis. The number of Omanis working in private sector has increased from 87,064 in the year 2004 to 180,590 in 2009.

Partnerships with private companies specialized in specific fields, in the implementation of this project helped the MOMP provide the best possible exposure to its employees in real time implementation of large national projects. The experience gained during the project has helped ministry of Manpower in implementing lots of other initiatives with its own staff.

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### 2010 Category 3 Innovative Initiatives

**Fostering Participation in Policymaking Decisions through Innovative Mechanisms**

**1st Place Winners**

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<td>A programme for sustainable and integrated regional development, based on participatory governance.</td>
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<td>A comprehensive master plan to manage Lebanese parliamentary elections in conformance with new laws and international standards.</td>
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Asia and the Pacific

Japan

2010 category 3 – 1st Place Winner

Collaboration Testing
Saga Prefectural Government

Description
This initiative presents a process whereby the Saga prefectural government openly discusses public-service delivery and collaborates with the private sector to better meet citizens’ needs.

Summary
The Saga prefectural government devised Collaboration Testing as a means of improving public-service delivery through knowledge sharing and collaboration with civil-society organizations (CSOs) and private businesses. The government’s Core Reform Team initiated the programme design in 2006. Collaboration Testing involves three steps: (1) the government discloses how it delivers public services and calls for proposals on how and to what extent CSOs and the private sector could outperform the government; (2) proposals are fully discussed and assessed; and (3) services are outsourced or agreements are made for public-private partnerships unless it is clear that the government can do the best job.

The ultimate objective of conducting Collaboration Testing is to enhance citizens’ satisfaction. To achieve this objective, Collaboration Testing has changed the common mindset in the Japanese public administration.

The Problem
In the past, public-service delivery in Japan was handled primarily by the public sector. It was the central government or local governments that designed, funded and provided services to citizens. Recently, however, a large and growing number of CSOs have become active in various public-service areas, such as nursing care for the elderly, child care, environmental preservation, climate change awareness building, community safety and lifelong-learning initiatives. At the same time, more and more private companies have also gotten involved in such activities, adopting the concept of corporate social responsibility as a key management principle.

Until this project was conceived, however, the government, CSOs and the private sector did not work together collaboratively in an efficient and effective manner to combine their unique resources for better public-service delivery. In the context of Japanese public-administration processes, there was no
functioning platform where they could jointly discuss, share ideas, coordinate win-win relations and build partnerships for better working arrangements.

**The Solution**

The Core Reform Team in the Saga prefectural government began designing Collaboration Testing in 2006. The team was formed with proactive staff of the Information and Operations Improvement Division and the Public-Private Collaboration Division. The team designed the programme’s salient features: thorough transparency, in-depth public-private discussions and linkage with the follow-up budgeting, and a detailed administrative process. The reform-oriented Governor Furukawa advised the team to design the system in a client-oriented manner. The government’s chief information officer led the team by accelerating the internal decision-making and explaining the design and implementation process to the public through the media.

In the annual implementation cycle, the government staff in the operational divisions conducts Collaboration Testing for each public service by disclosing information to the public, calling for proposals from CSOs and private companies that think they can outperform the public administration, having discussions with the proponents, and accepting or refusing the proposals. In the disclosure phase, the Core Reform Team assists the operational staff in documenting the nature of the public services in a citizen-friendly manner. During the discussion phase, the private-sector participants are in the driver’s seat to champion their proposals for outsourcing or partnerships. If the government staff plans to reject a proposal, they must offer a compelling reason to Governor Furukawa. This requirement encourages the staff to accept worthwhile proposals.

In 2008, 12 CSOs that were very active in Collaboration Testing formed the Association for Examining Collaboration Testing and signed an agreement with the government to monitor and improve the programme. In 2009, the Association became an intermediary for receiving the proposals. This group plays an increasingly important role in promoting and strengthening the Collaboration Testing process because the CSOs typically share a viewpoint close to the citizens’.

Collaboration Testing has been responsible for multifaceted changes in Japan’s public administration. First, it has changed the practice of information disclosure. In the past, public-service information was “closed” as a rule and “open” only in exceptional situations. The introduction of Collaboration Testing has reversed that situation, making openness the norm and secretiveness the exception. In addition, information that is disclosed is written in plain language rather than technical jargon so that ordinary citizens can understand what services the government provides and what the process of Collaboration Testing involves.

The second change is better mutual understanding between the public administration and the public. Because all the participants in Collaboration Testing (the government, the private sector, and CSOs) want to elevate citizen satisfaction, they have more trusting attitudes when interacting with one another. Furthermore, many meetings were organised in Saga to ensure thorough understanding among the stakeholders on what Collaboration Testing is and what public services are involved.

The third change is more solid leadership. In the past, the government often rejected proposals from citizens on the assumption that the administration knew best how to provide public services. Under Collaboration Testing, however, the proposals will be adopted unless the government unit in charge has a clear rationale for rejection. Governor Furukawa endorses this approach by directly overseeing each case that the unit in charge intends to reject. The government officials have to convince the Governor why the proposals won’t work.
Acting on the belief that information possessed by the government is the citizens’ property, the Saga prefectural government has realized complete and thorough information disclosure about public services, except in certain cases mandated by law. This openness is the distinctive feature of this initiative. The government releases information over the Internet and at all branch offices, using citizen-friendly language. In addition, the government holds town meetings at branch offices and town halls to have face-to-face discussions with citizens about its activities.

Since Collaboration Testing was launched in 2006, the government has posted information about almost all (over 2,000) public services every year. During 2006–2008, the government received 582 proposals from 158 CSOs, private companies and academic institutions. During those three years, the number of CSO proponents more than tripled, from 14 to 48 organisations. Out of 582 proposals, the government adopted 351 proposals on 290 public-service items for immediate or short-term implementation. This means that Collaboration Testing has led to 290 new public-private partnership arrangements in Saga since 2006.

To measure citizens’ satisfaction with the first wave of services launched as a result of Collaboration Testing, a survey was conducted in 2007. Altogether, 76 percent of the beneficiaries of those services (56 new services in all) responded that they were satisfied. For example, within six months after the consulting services at the Government Information Center were outsourced, the number of inquiries to the Centre increased significantly, the number of visitors almost doubled and 96 percent of the visitors responded that they were satisfied with the new services.

The Saga government has also been successful in reducing business operating costs by incorporating ideas for efficiency improvements from the private sector. For example, by accepting a proposal from a telephone service company and outsourcing the telephone connecting services, the government realized an 80 percent cost reduction. Through this change and others, the expenses of the prefectural government have decreased by about $400,000.

**Replicability and Sustainability**

The financial costs of implementing and continuing Collaboration Testing are minimal; indeed, the fact that the programme reduces government spending helps guarantee its continuation. Furthermore, as this system approaches its fourth year, it is beginning to spread its roots and settle within the administrative framework of the Prefecture.

CSOs are another factor ensuring the project’s sustainability. Under Collaborating Testing, they have gained experience in working with the government to provide public services. The CSOs, which were formerly in a passive position, are now partially responsible for the success of the Collaboration Testing system and they support its continuation.

Two other features of the system also contribute to its sustainability. One is the rule that proposals for better public-service delivery will be accepted unless public officials can convince the Governor that they are unworkable. The second feature of the system is that adopted proposals are automatically budgeted by law. Because these features motivate officials to accept proposals, they support the continuation of Collaboration Testing.

The system is now being implemented in 14 other regions of Japan, and there are high expectations that it will spread to the international sphere. Several media organisations have reported on Collaborating Testing—it was even featured as front-page news by a nationally recognized financial newspaper—and it has gotten attention both within and outside the country. As a result, prefectural offices accepted on-the-spot research visits from at least 100 administrations and civilian organisations, and sent documents and
relevant information to over 200 public and private organisations that made inquiries. The United States Embassy and several personnel outsourcing companies from Australia have also conducted on-site studies of the system. Similar projects can be implemented in any country that has a democratic base.

Lessons Learned
The biggest obstacle encountered was resistance from the government staff. Some staff members had “reform fatigue” in the wake of many other reforms implemented after Governor Furukawa took office in 2003. Furthermore, not all of the staff fully understood or embraced the concept behind Collaboration Testing when it was first implemented. Many were hesitant to disclose all the details of their duties, as they had never been required to do so before. In addition, it was a significant burden for staff members to participate in the frequent town meetings and to engage in extensive dialogue with the proponents of new proposals. Furthermore, there was general suspicion as to whether the private sector was reliable enough to provide public services. Such obstacles diminished as the staff came to understand the objectives and value of Collaboration Testing. Standardizing work procedures helped too, which the Core Team did by starting with the documents used in the first year and incorporating input from the private sector. The promotion of Collaboration Testing through the media also helped deepen the staff’s understanding and strengthened their sense of ownership.

Managing Collaboration Testing requires minimal financial resources, but it does require many human resources. Many government staff members—support staff as well as officials knowledgeable about the provision of public services—are needed to explain the project in detail to the private sector, to prepare the data for release to the public, to schedule meetings, to participate in those meetings and to evaluate whether new proposals for public-service delivery can enhance citizens’ satisfaction. In addition, human resources from the private sector are the real driving force of this system. Ideas received from citizens are the most valuable ones for improving the delivery of public services.

As for technical resources, the government makes the relevant information available to citizens through its website with a search engine. Because the government is using existing information and computer technology, there is no additional cost generated from implementing this system.

Through Collaboration Testing, the government is able to build a solid partnership with citizens and respond to their concerns about public services. The biggest lesson is that the citizens’ sense of participation in civic life is awakened by the success of CSOs and private companies in taking a leading role in transforming the delivery of public services. As a result, citizens’ participation in regional administration is advanced and everyone understands the services that people need most.

The biggest factor in attaining citizens’ participation is the prefectural government’s willingness to behave transparently, release thorough information and engage in detailed dialogues with citizens. This has created a deepened mutual understanding between the government administration and the private sector.

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Italy

2010 Category 3 - 1st Place Winner
Youth in the Law Hall (Ragazzi in Aula)
Regione Piemonte-Consiglio Regionale del Piemonte

Description
This is an initiative to engage young citizens in government policymaking by allowing high-school students to draft and present new laws to the Regional Council of Piedmont for possible parliamentary approval.

Summary
The Ragazzi in Aula initiative, or Youth in the Law Hall, 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 of Piedmont and to personally experience the decision-making processes that characterize the local legislative assembly. The project, developed in agreement with the regional department of the Ministry of Education, lets students live a day as regional Councilors by presenting, discussing and possibly approving new laws. The main aim of the programme 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 the programme’s inception in 1998, 200 secondary schools have participated and more than 550 bills have been tabled. Some of laws proposed by students have actually been debated by the Regional Parliament. The approval of a law to conserve culturally significant sundials is an example of the initiative’s potential to advance participatory democracy.

The costs of this initiative are relatively low compared to the positive outcomes. Youth in the Law Hall successfully promotes participatory government by giving the youth of Piedmont an opportunity to take part in public affairs and by enhancing the government’s ability to respond to the demands and needs of its citizens.

The Problem
Too often, young people are excluded from the legislative process and their views on public affairs are not taken into account. However, involving young people in governance is not an easy task. To benefit
from an exchange of views with the community’s younger citizens, policymakers and public officials must make a conscious commitment and effort to be inclusive and responsive. For their part, young people need to be trained to acquire the knowledge and skills necessary to actively participate and influence the decision-making processes. They need to be inspired to think about existing laws and potential solutions to a multitude of societal concerns affecting the community they belong to.

**The Solution**

In 1997 the Italian Chamber of Deputies approved a project to encourage students of secondary school to role-play and experience the law-making process, and further, to live a day at the Italian Parliament. After one year, thanks to a proposal from the Regional Council of Piedmont, this project was extended to each region of Italy, allowing students to experience at a more local level a day in their regional parliament. Since then, Youth in the Law Hall has undergone organisational changes with the aim of improving the quality of laws drawn up by the young and with knowledge that since 2008 the project has gone from role play to a real-life exercise in participatory democracy. The turning point occurred in 2005, when it was decided to forward select draft laws to advisory groups for further consideration.

Since 1998 the Regional Parliament has evaluated more than 550 law proposals coming from 200 secondary schools in Piedmont. Over 3,000 students from ages 14 to 18 have actively participated in this project. Every year the Regional Council of Piedmont, along with the Italian Ministry of Education, selects an average of 10 projects to be discussed within the Parliament building.

The proposals submitted in 2009 addressed such matters as:

- The creation of nurseries and babysitting facilities in regional companies.
- Constraints on drinking and driving.
- Norms for tattooing and piercing businesses.
- Teenage pregnancy.
- The construction of Multilingual Centres.
- Animal protection awareness.
- The early issuance of child benefits and alimony.

One proposal that came from this project and was enacted into law concerns the conservation of sundials with scenic, historical, cultural, scientific or artistic significance. This law (Regional Law 33) was passed on 3 December 2008 and is now applicable to the entire Piedmont region.

By facilitating young citizens’ participation in civic matters, Youth in the Law Hall encourages students to proactively think about contemporary societal issues and come up with possible legislative solutions to present and discuss at the local legislative assembly. The project prepares young people for the future, providing them with first-hand experience working with the Regional Council and influencing the processes of a legislative assembly. Youth in the Law Hall benefits the government, too, by exposing government officials to the views of constituents whose voices often go unheard.

**Replicability and Sustainability**

The low costs of this initiative and the support it has garnered from schools and public officials make it readily sustainable. It can also be easily replicated elsewhere. The Piedmont Region has already received numerous requests for information about the project from other European governments—local, regional and national.

Youth in the Law Hall aims to acquaint lawmakers with the concerns and needs of young citizens, while it educates students on the mechanisms of democracy and helps them become active citizens of tomorrow.
The project demands commitment, dedication and some funding for the students’ activities, but, the rewards are worth the investment.

**Lessons Learned**
Involving citizens in governmental activities at a young age is a successful way to form more-aware and more-engaged citizens. Since the start of the project, secondary schools have continued to participate enthusiastically. This steady support indicates that students and their teachers are concerned about political life in the region and want to participate in government. The key ingredients for the success of Youth in the Law Hall are the commitment and dedication of the participants and organisers.

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Latin America and the Caribbean

Brazil

Category 3 - 1st Place Winner
Support Programme for Integrated and Sustainable Development of the Pratigi Environmental Protection Area (Programa de Apoyo al Desarrollo Integrado y Sostenible del APA del Pratigi)
Guardia da APA do Pratigi- Organización de la Sociedad Civil de Interés Público, Califica.

Description
A programme for sustainable and integrated regional development based on participatory governance.

Summary
In 2000, as part of Brazil’s effort to achieve the Millennium Development Goals, the Government of the State of Bahia and the Federal Government initiated a sustainable and integrated regional development programme. The aim was to create new participatory decision-making mechanisms that would foster the social and economic integration of disenfranchised populations in the Lower South region, so as to advance human, social and economic development and environmental sustainability. 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, the creation of private-public partnerships and the establishment of a new legal framework more favourable to citizen engagement.

The Problem
The Pratigi Environmental Protection Area is located to the south of Bahai, the capital of Salvador, in a region referred to as the “Lower South”. This district was characterized by deep environmental and socio-economic imbalances. In addition to poverty, the inhabitants experienced inequality and social exclusion. Economic activity was essentially agriculturally based and dependant on the use of primitive, inefficient farming methods. Agriculture, therefore, did not reliably provide adequate living conditions for the resident population. In addition, the farming methods used contributed to the progressive destruction of the forests in Mount Atlantic, caused great damage to the flora and fauna of the area, and seriously harmed the water system, which was one of the region’s most important treasures.

Social exclusion deprived the inhabitants of access to education, health and nutrition and contributed to perpetuating their poverty. These circumstances led many to move to urban areas in search of a better
quality of life. Migration further weakened the human capital of the region and fostered an atmosphere of hopelessness, especially among the youth. Lack of education and inclusion prevented them from participating in decision-making processes and from pursuing better living conditions for themselves. Segments of the population that were of African descent experienced even more extreme poverty and marginalization.

Ironically, the region had enormous economic potential due to its ecological richness and its ability to provide high-quality raw materials. However, the absence of institutional infrastructure and participatory mechanisms for the local people to help shape public policies resulted in these resources going untapped and yielding no benefits for citizens.

**The Solution**

The Bahai State Government and the Brazilian Federal Government promoted an integrated regional and sustainable development model for the Lower South region. It comprised new and inclusive political processes and citizen participation mechanisms to engage the public in decision-making. The programme resulted in a harmonized approach to regional development with improvements in building environmental, human, productive and social capital. The key component was the emphasis on decentralization that led to socio-political and paradigmatic institutional improvements. Many associations and organisations were created to implement the various aspects of the programme, and results very quickly materialized. The following seven results are most noteworthy and important:

- Community members who had previously been socially excluded became actively involved in building their own future.
- New schools opened that provided opportunities for basic education and technical training and were pertinent to organising and mobilizing a work force.
- The opening of educational opportunities paved the way for new economic prospects, by developing new capabilities geared toward agricultural cooperatives, product processing and commercial distribution.
- The cooperatives effectively created a supply chain of family units within the community and led to the establishment of partnerships with the private sector for product distribution.
- Agricultural and aquacultural production processes were conducted with modern technology that used less land to achieve abundant crops. This contributed to preserving undeveloped forest land and restoring damaged areas.
- The overall economic development plan was integrated with environmental and heritage protection efforts and promoted hydrological sustainability.
- Most importantly, the new paradigm opened avenues for integrating residents into processes that would improve their standard of living in their own natural environment, with harmony, greater equality and a sense of balance.

The objectives of the initiative may be divided into five categories: administrative, cultural, economic, social and productive. With respect to administrative change, the public had previously been politically distanced, with no confidence in the bureaucratic processes or their ability to generate public value. The mobilization of citizens in the political processes engendered among them a greater sense of citizenship. From a cultural perspective, it was necessary to transform the passivity of the people—ingrained from years of hopelessness—into more a proactive spirit. This was essential to achieving productivity and economic development. Locals previously cultivated their own land for their own sustenance. The regional economy was a subsistence economy. To achieve economies of scale, it was necessary to promote among them a cooperative vision and to support community production processes. The greatest challenge was to coordinate and monitor the actions and views of the various actors and stakeholders in the programme.
The success of this initiative arose from the commitment and involvement of multiple participants from all sectors. Financial resources came from national banks at the federal, state and municipal level, and from donor organisations as well as the private sector. Private companies also provided expertise and technical support, mainly to improve agricultural and aquacultural methods. Taxpayers contributed significant funding in the initial stages, and subsequently made additional investments to improve outcomes. Volunteers from community organisations, public servants, and in particular teachers contributed their services to support the operation of the programmes. Periodically consultants were involved to provide evaluative feedback that was instrumental to ongoing improvements.

**Replicability and Sustainability**

This model for development benefited from being rooted in the community and enabling residents to chart their own future by identifying priorities and implementing them. It did not support any particular economic sector or social class at the expense of others. Rather, it helped build strategic alliances between groups, which, by promoting interdependence, has proven to be a powerful formula for decentralization. Participatory mechanisms must also be well established to ensure the continuity of such initiatives, and by prioritizing the training of young people, the critical steps have been taken to ensure continuity.

The particulars of any development programme will vary from place, depending on the community’s unique character and needs, but the Pratigi model of development based on participatory governance can definitely be transferred to other situations. Certain conditions are essential, however. First, this model can be best transferred in democratic systems that allow the community to organise itself independently and to proceed with support from political and administrative bodies that have been democratically elected. Second, it is important to have a catalyst in the initial stages that helps the initiative get off the ground by encouraging participation from the various actors. Finally, there must be adequate legislative frameworks to enable the creation of civil society organisations capable of participating actively in the initiative.

To recap, this initiative involved a push for primary and secondary education, social mobilization, and community-based development of agriculture and local aquaculture. All of these can be replicated in other poor regions without requiring the introduction of overly sophisticated methods.

**Lessons Learned**

The development programme for the Pratigi Environmental Protection Area decisively promoted the creation of new institutions to improve the traditional economic, social and political climate. The impact of the introduction of these new systems and mechanisms for participation includes, primarily, the reduction of malnutrition and poverty. If the impact is measured quantitatively, the increase in the number of opportunities for access to education is most noteworthy. Qualitatively, the value of that education is evident in its relevance to the modes of production, the establishment of teaching associations and the availability of professional education in related technical fields. Citizenship education has been another worthwhile outcome of public participation in community development.

One lesson is that isolated and fragmented actions to improve the socio-economic environment do not produce positive results. They must be integrated into a coherent and organic system. Another lesson is that legislation and administrative instruments are not sufficient to accelerate development if the beneficiary community is not involved in the process. Also, facilitating active public participation in decision-making processes is effective in accelerating cultural changes in the population. However, these changes take time, and involving young people is central to long-term effectiveness.
Western Asia
Lebanon
1020 Category 3 - 1st Place Winner
A New Management Approach to Parliamentary Elections in Lebanon
Lebanese Ministry of Interior and Municipalities

Description
This is a comprehensive master plan to manage Lebanese parliamentary elections in conformance with new laws and international standards.

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

The Problem
With the passing of new electoral laws in October 2008, Lebanon’s Ministry of Interior and Municipalities faced many challenges in ensuring that Lebanese citizens would be allowed to choose their own parliamentary representatives in open and fair elections, without intimidation, outside interference or violence. The country was still somewhat divided after being on the brink of a civil war only months before, and the political landscape was highly polarized.

Shortcomings in the efficiency and transparency of past electoral processes had resulted in a lack of trust from the general public and an absence of dialogue with civil society. With eight months lead-in to Election Day, the MoIM faced massive logistical, legal and organisational tasks to ensure secure, transparent, free, modern and democratic elections in accordance with the new laws guiding budgetary allocations.
The biggest challenge to the MoIM was the new requirement to conduct national elections on the same day. Previously, elections took place on different days in different regions. The challenge was to standardize voting procedures and organize administrative processes to achieve efficiency, and to conduct elections within the mandated legal and democratic frameworks. Convenient polling booths had to be installed across all regions, indelible ink had to be provided for casting ballots, votes would have to be collected and stored in transparent ballot boxes, and individual photographic identification cards would replace the simple voter card. The MoIM would also need to increase staffing and train elections personnel in time for this nationwide undertaking.

The Solution
The initiative comprised four different strategies. The first was to make the administrative changes that were required to conform to the new election laws. To accomplish this, the MoIM worked to raise awareness of the new laws, build the capacity of its administration and develop enabling policy frameworks. In a very short period—less than three months—the MoIM was able to establish the Supervisory Committee for Electoral Campaigns and develop standard operating procedures. It also trained over 11,000 polling officials and ministry administrators on new electoral procedures.

The second strategy involved carrying out administrative reforms to facilitate the delivery of services. Valuing the effectiveness of technology in expediting administrative tasks, the MoIM successfully utilized new technologies to achieve the desired results. With the abolition of the voter card and the adoption of the national ID card as the tool for voter identification, the MoIM equipped 26 national ID application centres across the 26 electoral districts with digital-fingerprint stations to replace ink-based fingerprinting. This mechanism decreased the rate of application rejections, allowing the MoIM to produce around 7,000 IDs per day rather than the 300 per day that were formerly possible. This new approach meant that the vast majority of citizens could exercise their voting rights on Election Day.

The third strategy in the initiative to better manage parliamentary elections was to include civil society in decision-making. The MoIM ratified numerous agreements with domestic and international non-governmental organizations to provide expertise and follow up on the Ministry’s work. Additionally, for the first time ever, the MoIM set up an office for the civil-society participants in electoral reform, thus enabling their direct day to day interaction and cooperation with Ministry officials.

The fourth strategy was to transform the image of the MoIM from a distant public agency to a more interactive and responsive one that freely shares information. The Ministry succeeded in this effort by adopting an open-door policy, both directly and indirectly. Through the establishment of the media centre, the elections hotline, and the Observers Coordination Unit, various stakeholders had the chance to interact, inquire and comment on issues related to elections. The MoIM also launched two websites as means of communicating with citizens and stakeholders: a civil-status portal (www.omsar.gov.lb/moi/Search.aspx) that enables citizens to track their ID status, and an elections website (www.elections.gov.lb) that includes up-to-the-minute information on election laws, GIS maps, decrees, etc.

All of the above achievements contributed to the successful administration of the 2009 Lebanese parliamentary elections in a more interactive, inclusive, modern, transparent and democratic manner. However, the biggest impact by far of the MoIM’s new management approach is the restoration of public confidence in the government’s ability to administer free, fair, democratic and transparent elections. This newfound trust has facilitated the Ministry’s efforts to develop a broader culture of democracy and participation.
It is also important to mention that due to the systematic new approach to administering elections, the Ministry’s capacity as an institution has been strengthened and the various Ministry directorates have become more synchronized in the sense that more information is being shared. Another important benefit is the standardization of work methods related to elections. Maintaining a transparent process for working and following international standards has resulted in better management of resources.

**Replicability and Sustainability**

The management of Lebanon’s 2009 elections has been ranked as a success by domestic and international observers, as well as by stakeholders directly involved in its delivery. Moreover, the Ministry of Interior and Municipalities has taken the needed steps to document the new working methods and establish the necessary grounds to sustain them, with the determination to transfer this approach to other government functions.

Thanks to the systematic approach devised by the MoIM, it is able to set forward a solid example of replicable best practices. Systematization comprised, primarily, the master plan and the internal and external coordination mechanisms set in place, which were based on six main components: (1) identification of key issues such as the needs of the directorates and the resources needed to meet international standards; (2) the development of a clear strategy (in this case, the master plan); (3) the assignment of roles and responsibilities in order to establish good governance and accountability mechanisms; (4) the development of an action plan that was directly linked to a time line and budgetary framework, which kept the project moving forward; and (6) evaluations of the work, by both the MoIM and the external stakeholders. The evaluations aimed at identifying lessons learned that could be built on for future elections or other endeavors.

One other key to the sustainability of Lebanon’s new management approach is that the MoIM has regained public confidence in the government’s ability to administer elections with complete neutrality. The general public appreciates the systematic mechanisms used and the transparent policies adopted, so support should remain strong for continuing the new election practices.

**Lessons Learned**

Among the main lessons learned was the need to allocate more time to building the capacity of staff and to developing adequate employee incentive schemes. Addressing such matters would have resulted in less resistance to change and encouraged staff to get on board faster.

Another important lesson was the need to identify ways of transferring the knowledge of external stakeholders to ministerial staff more quickly. Because of the tight time frame for implementing election reforms, staff was not always able to fully comprehend and integrate the new mechanisms that the external experts brought into the Ministry’s usual processes.

Last but not least, utilizing technology in administering elections has shed light on the Ministry’s limitations in fully exploiting technology. This limitation stems mainly from the absence of a specific department responsible for promulgating the use of modern technology and integrating it into the daily work routines of the staff. On most occasions, the incorporation of technology in the election preparation and implementation processes was initiated unsystematically by staffers.

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## Chapter Three

### 2010 Category 3 Innovative Initiatives

**Fostering Participation in Policymaking Decisions through Innovative Mechanisms**

### 2nd Place Winners

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Asia and the Pacific

Australia

Category 4 - 2nd Place Winner

Waterfuture

Gold Coast City Council

Description

A set of strategies developed in close collaboration with the Gold Coast community and stakeholder representatives to address water supply, demand management and water recycling.

Summary

Gold Coast is a city in South East Queensland, Australia, where severe drought has caused significant adversity but also provided a catalyst for change. Gold Coast Water (GCW) was, until very recently, the government agency responsible for water services for the city.¹ To address supply issues, demand management and water recycling, GCW developed a set of key strategies under an initiative called Waterfuture.

Faced with the challenges of prolonged drought and rapid population growth, Gold Coast City urgently required an innovative approach to sustainable water planning, management and use. GCW initially responded by developing a Drought Security Plan, identifying the most effective water-conservation and demand-management measures to reduce potable water consumption. Entering unchartered waters, GCW then developed a set of strategies in close collaboration with the community and stakeholder representatives. Strategies such as the Pimpama Coomera Waterfuture Master Plan, the Gold Coast Waterfuture Strategy and the GCWF Draft Recycled Water Strategy offer a road map for meeting the city’s water needs for the next 50 years.

The Waterfuture strategies have pioneered a fresh approach to urban water planning and community consultation. This approach recognises the fundamental value of involving citizens in conceiving and implementing solutions to societal problems. Participating in the development of Waterfuture has changed the way in which the Gold Coast community values water. This has consequently resulted in

¹ On 1 July 2010, Gold Coast Water ceased operations as Gold Coast City's water and wastewater service provider. The new provider is Allconnex Water.
behavioural change, with the community now understanding and respecting the importance of water conservation. The enduring sense of community ownership of the Waterfuture initiative ensures its success now and into the future.

The Problem
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. In the city of Gold Coast, the water shortage has been compounded by rapid population growth. With a current population of just over 500,000 residents and approximately 10 million tourists per year, Gold Coast City expects its population to increase to 1.2 million by 2056. This growth could increase the city’s water consumption from approximately 185 million litres per day in 2005 to about 466 million litres per day in 2056. Given the challenges of increased population growth and climatic variability, a new and more sustainable approach to water planning, management and use was urgently required.

The Solution
GCW responded to these challenges by developing the Waterfuture initiative in close collaboration with the community and stakeholder representatives. Waterfuture consists of three key strategies: the Pimpama Coomera Waterfuture Master Plan, the Gold Coast Waterfuture (GCWF) Strategy, and the GCWF draft Recycled Water Strategy.

The strategies encompass a complex suite of projects designed to maintain Gold Coast’s high standard of living, which draws visitors and economic growth to the city, while using water sustainably and securing water resources well into the future. Projects range from the installation of rainwater tanks and recycled-water systems to the construction of a new desalination plant and a new water pipeline. Other projects involve raising the height of Hinze Dam and introducing measures to reduce customer demand, minimize system leakage and otherwise conserve water.

All three Waterfuture strategies were developed using an advanced form of community consultation, which included establishing community-based advisory committees with representatives from environmental groups, industry, resident groups and local government. This integrated, robust participatory framework formed the backbone of the investigative, consultative and decision-making processes and was central to the development of the strategies.

The advisory-committee process provided an open and transparent forum for exploring appropriate initiatives to secure the city’s long-term water future. Supported by a multidisciplinary project team and an independent panel of technical experts, the advisory committees reviewed various options by using a structured multi-criteria assessment process. This gave them an unbiased methodology for assessing the technical, social, environmental and economic aspects of each proposed strategy.

The community’s deep involvement in developing and implementing Waterfuture, Gold Coast led to a new appreciation for water that has resulted in behavioural change. The community now understands and respects the importance of water conservation and the need for a diverse, adaptable and sustainable plan for water security. Prior to the Millennium Drought, the average daily water use of the Gold Coast was 182 million litres per day for a population of 409,000. During the later stages of the drought, with the population at 505,000, the average daily water consumption was just 157 million litres per day.

The Waterfuture strategies have empowered the Gold Coast community to take ownership of their water future. The result has been rapid implementation of complementary and synergistic water supply, demand management and recycled-water strategies that have secured the city’s water supply well into the future.
while also protecting the environment, thus achieving the right balance of supply and demand as the city grows.

**Replicability and Sustainability**

Broad community support is a key factor in the sustainability of this initiative. Because community representatives had so much input into the development of the Waterfuture strategies, and because citizens now feel a sense of ownership, the project has tremendous staying power.

The diversity and adaptability of the strategies also contribute to their sustainability. Waterfuture incorporates varied approaches to water conservation, including reducing demand, minimizing water leakage and waste, using multiple water sources and recycling water. In addition, the strategies are adaptable; modifications can be made to accommodate new technologies, new innovations and new information.

Gold Coast’s Waterfuture project has great potential for transferability and replicability because it performs well from an environmental, social and economic perspective, it has low upfront costs and it can be adapted in the event of future changes in water requirements and technology. If the Waterfuture approach is implemented in other regions of Australia and other parts of the world, it can greatly contribute to the development of long-term water supply strategies.

**Lessons Learned**

Perhaps the most significant lesson learned is the importance of community and stakeholder participation in policymaking decisions. Such participation ensures a sense of ownership by all who are involved, ultimately increasing the likelihood that the policy decisions will be successfully implemented. In the case of the Gold Coast Waterfuture project, community members were encouraged to actively participate in the development of each strategy, from start to finish. Specific steps that helped ensure a positive outcome included the following: (1) appointing an independent committee chair; (2) appointing a permanent advisory committee; (3) ensuring fair representation of societal groups; (4) building trust among committee members; (5) creating opportunities for advisory-committee members to engage with and get feedback from the groups they represent and the general community; and (6) keeping control of the process by setting rigorous terms of reference for the project.

Such participation has ensured ongoing benefits for the community by engendering community empowerment and ownership of public resources and assets, fostering partnership with the government and strengthening relations and understanding between different sectors of the population.

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## 2010 Category 4 Innovative Initiatives

### Advancing Knowledge Management in Government

#### 1st Place Winners

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<td>A comprehensive health-care information-management system designed to maintain an audit trail of patients' medical histories.</td>
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Description
This is a public-private knowledge network initiative enabling the National Blood Authority to deliver a safe, affordable and secure supply of blood products for all citizens and better value for the government.

Summary
Australia’s National Blood Authority (NBA) was set up in 2003 to improve the management of the nation’s blood supply and get better value for government expenditures on blood products. As part of an organisational capacity-building strategy, the NBA decided to create a private and civil knowledge network. Through this knowledge-network initiative, the NBA has maintained an adequate supply of blood, plasma and recombinant products to meet 100 percent of identified clinical needs 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.

The Problem
Australia spends approximately 0.73 percent of its national health budget on providing fresh blood, plasma and recombinant blood products. These are key elements in the ongoing and emergency healthcare requirements for many citizens. The NBA was established in 2003 to undertake planning, purchasing and management functions for the Australian blood sector.
The challenge was to create the NBA as a small expert body that could improve the delivery of blood-related health services to all citizens and be a valuable information resource for the government about contemporary blood issues. An initial assessment of core capability requirements highlighted the need to:

- Understand the market dynamics and commercial imperatives within the global plasma products industry.
- Understand the risk environment and the particular challenges facing the delivery of fresh blood products by a not-for-profit organisation.
- Develop sufficient networks and clinical knowledge to effectively engage the clinical community in developing strategies to improve appropriate blood usage.

Because the NBA is a small organisation with limited resources, purchasing advice from consultants did not offer a sustainable or cost-effective solution to address the NBA’s ongoing knowledge requirements. The agency’s mechanisms for obtaining knowledge needed to be able to withstand internal staff changes, address the paucity of readily accessible information in the public domain, particularly regarding the plasma industry, and be supported by organisational capabilities in other key areas.

The Solution

To support its knowledge requirements, the NBA built a public-private knowledge network as part of a comprehensive corporate capacity-building strategy. This strategy addressed the need to develop capabilities in six key areas:

- Consolidating the quality and volume of knowledge available to the NBA through networks with private businesses and civil-society organisations.
- Enabling staff to apply processes and knowledge.
- Enhancing the agency’s engagement with citizens and stakeholders.
- Increasing the capacity to adapt and develop the organisation.
- Refining business systems and processes.
- Improving the agency’s capacity to manage and measure performance.

Potential improvements to enhance organisational capability, including knowledge flows, were selected primarily on the basis of staff estimates of their effectiveness and ease of implementation. Staff also participated in surveys to identify gaps in existing skills and expertise.

The NBA’s strategy was to access and utilise in a sustainable way the knowledge that already existed in the private sector and civil society. Key to this was to minimise the agency’s risks by developing multiple sources of knowledge from the clinical, government, private and not-for-profit sectors. The NBA’s private knowledge-network partners include domestic private hospitals and pathology services, commercial and not-for-profit international plasma product and recombinant manufacturers, logistics experts, and business analysts advising the investment industry. Clinical network partners include local and international professional organisations, clinicians, blood scientists, nurses, patient representative groups and the Australian Red Cross Blood Service. The government networks extend into Europe, Asia, Canada, the U.S. and South America.

Developing the knowledge of NBA staff was a key priority. Suppliers, along with clinical and blood-sector experts and the agency’s own staff, are speakers at its fortnightly Knowledge Management Forums.
Key business processes for the NBA’s most critical internal functions allow acquired knowledge to be incorporated into operational activities on an ongoing basis. A formal induction programme for new staff requires them to gain specific knowledge of the organisation and the blood sector in their first few months, including the processes and policies for utilising the knowledge network in their daily tasks.

The NBA appointed a retired academic as its intelligence officer, to undertake horizon scanning by conducting Web searches of company announcements, medical journals, financial markets and a range of other information sources. This results in a regular flow of information to appropriate staff members to keep them apprised of relevant technical, industry and clinical developments. Summary reports are compiled every two months for the NBA’s advisory and governance boards.

Because few countries undertake blood and plasma management at a national level, in 2008 the NBA created the international Collaboration of National Plasma Products Supply Planners (NPPSpa). This group consists of representatives from five countries (Australia, Canada, Finland, Italy and New Zealand) engaged in purchasing and/or planning for plasma-derived and recombinant blood products. NPPSpa meets annually to exchange information and discuss policy development, technological advances, product demand, pricing and supply availability and benchmark performance.

The NBA has also used electronic communications media effectively, establishing a secure online portal capability to enable a number of online government and clinical communities to share information for meetings and developmental projects. This helps strengthen the health sector by allowing the secure receipt and dissemination of useful information. A search engine has also been implemented to allow easier retrieval of stored knowledge within the NBA, and improvements to this system are continually assessed.

The NBA has found that that many citizens are highly motivated to contribute to the agency’s work, and the NBA is responsive to their inputs. The NBA’s efforts have had visible benefits for the health sector, and the agency is confident that “making a difference” is a strong motivator for both its staff and its external knowledge partners.

**Repliability and Sustainability**

The knowledge network is both sustainable and transferable. Sustainability is maintained by ensuring that well-developed processes and policies provide a framework for the network. For example, there are processes that ensure that key knowledge is embedded within key business processes. These processes provide comprehensive guidance on performing the most important organisational functions and are updated as new knowledge is gained via the network.

Reliance on only a small number of knowledge sources was considered high risk, so the network brings together multiple sources of information and uses robust validation methods. Sharing knowledge is now the routine way in which the NBA does business. The fortnightly Knowledge Management Forums for the staff feature both internal and external experts speaking about different elements of the blood sector. In addition, all blood product contracts require that suppliers make an annual presentation to staff on the state of their industry and blood sector developments. Information from these forums is an essential part of the network.

Awards for the NBA’s work (a silver prize in 2006 in the Prime Minister’s Awards for Excellence in Australian Public Sector Management; highly commended in the Comcover Awards for Excellence in Risk Management in 2007 and overall winner in 2009) have also provided opportunities to promote the knowledge network initiative. A number of successful projects, such as the NBA’s business continuity plan, have been used as examples of best practices across the Commonwealth Government, and the NBA
has regularly been approached to advise other agencies on the establishment and overall governance challenges of a small agency.

Regarding replicability, the Collaboration of National Plasma Products Supply Planners has been instrumental. As noted earlier, NPPSpa was formed to exchange information internationally on plasma products and the plasma sector, so that countries might benefit from one another’s knowledge. NPPSpa extends, in a more formal and sustainable way, bilateral exchanges that the NBA had undertaken in previous years. The collaboration has enhanced partnerships between countries with similar blood sector arrangements, and the knowledge from NPPSpa interactions is incorporated into the NBA’s knowledge network framework.

**Lessons Learned**

This knowledge networking initiative provided three main lessons in knowledge sharing and knowledge management. First, key to knowledge sharing at the National Blood Authority is the engagement of private-sector and civil-society stakeholders in all the agency’s activities, from purchasing to policy. For example, the NBA’s blood purchasing activity is informed by input from citizens, clinicians, suppliers and governments. Representatives from these stakeholder groups participate further in the evaluation of tenders.

Second, success in knowledge sharing depends on intersectoral respect in order to mobilize the knowledge already available in the private sector and civil society. The NBA is genuinely interested in dialogue and consultation with stakeholders and the broader community. By firmly embedding the knowledge network in the agency’s culture, the NBA is able to apply the information to its activities and goals.

The final major lesson learned is that knowledge management requires a clear and consistent vision and strong leadership and commitment.

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Western Asia  
**Sultanate of Oman**  
2010 Category 4 - 1st Place Winner

Al Shifa: An e-Health System  
Ministry of Health

**Description**  
A comprehensive health-care information-management system designed to maintain an audit trail of patients’ medical histories.

**Summary**  
Oman’s e-health application, called Al Shifa, is an in-house system designed and owned by the Ministry of Health. It is the result of consultation and collaboration between in-house developers and end-users (medical staff) who adapted the practices of other renowned medical facilities in the world to suit Oman’s operational environment. Al Shifa is implemented in over 170 of the country’s health-care institutions, including all secondary- and tertiary-care institutions and all important primary-care facilities.

The system maintains an audit trail that includes a patient’s initial records and all subsequent information, including documentation of the date and time that changes are made to the file and who made them. Because patient data is complete and presented in a clear, standard format, the system allows medical professionals to quickly understand a patient’s health situation and provide appropriate treatment. This has resulted in savings of 60 percent of the time previously spent tracking down the personnel who last treated the patient to obtain clarification and follow-up.

**The Problem**  
The problem of keeping medical records manually is quite complex. A distinguished American physician has commented, “The [paper] medical record is an abomination … It is a disgrace to the profession that created it. More often than not, the chart is thick, tattered, disorganized and illegible; progress notes, consultant’s note, radiology reports and nurses notes are all co-mingled in accession sequence. The charts
confuse rather than enlighten; they provide a forbidding challenge to anyone who tries to understand what is happening to the patient” (H. Bleich, “Lawrence L. Weed and the Problem-Oriented Medical Record”, Computing vol. 10, no. 2, p. 70, 1993).

These words sum up the condition of patient records in Oman before the Al Shifa initiative. Each patient had multiple files, and it was very difficult to get a complete picture of a patient’s medical history. Treatment costs were very high as a result of duplicate diagnoses and medication. Doctors, nurses and paraprofessional staff spent huge amounts of time preparing statistical and administrative reports that were not very accurate, and there was no way to audit and track those reports. There was also a lack of raw data available for researchers, due to a significant number of files misplaced or lost.

**The Solution**

The Al Shifa system became fully operational in 1997. The system maintains an audit trail that begins with the patient’s initial records and documents all new information about the patient’s condition and treatment, noting the date and time that changes are made to the file and who made the changes.

The system has been built to fit the local environment, comply with user requirements and allow easy electronic exchange of medical information among health institutions. The system was developed by following international standards and considering interoperability during the design and implementation phases. The entire system, including the source code, is owned by the Ministry of Health, so any modifications and customization can be done in a cost-effective manner.

E-mail and message services have been integrated into the system, and they are used to inform and remind patients about their health-care appointments. Appointment management is fully handled.

Al Shifa also provides comprehensive, online data reports in response to inquiries. Users can define search criteria for retrieving and displaying only the desired information, which can be viewed from any workstation. Thanks to interfaces with laboratory and radiology equipment, diagnostic test results are fed to the system automatically, reducing human errors in data entry and saving technicians time.

The system handles all procedures of transferring patients from one institution to another (say, from a health centre to a polyclinic or hospital). An “e-referral engine” automates functions like appointment requests, consultation feedback reports, requests for a second opinion. In addition, the system takes care of administrative tasks like out-of-office replies.

Because Al Shifa is meant to simplify the work of health professionals, the system is continuously enhanced to make it friendlier. It includes a billing module that calculates fees and treatment costs, taking in consideration exempted groups (like birth spacing, immunization). Finally, the system includes drug expiry management. A few months before the expiry date of each medication in stock, the system generates an alert about how much supply is still available, so excess quantities can be used by other institutions.

**Replicability and Sustainability**

Regarding sustainability, the medical and technical expertise needed to build and maintain Al Shifa has, since the start, come from the internal staff of the Ministry of Health. From time to time there has been some turnover in staff, but competent replacements are always assured. Therefore, the movement of staff has never been a serious threat to the continuity of the programme.
The system is highly scalable and can be customised for other organisations. Already it is in operation in over 80 percent of Ministry of Health health-care institutions and some other Omani Government health-care delivery systems.

**Lessons Learned**
The primary lesson is to appreciate the many benefits of information technology to organisational efficiency. The use of information technology in health-care institutions is almost indispensable; health-care institutions can hardly operate appropriately without it. The Al Shifa system has created transparency in the processes of Oman’s health-care delivery system while reducing duplication of work and inefficiency, thereby improving health care and at the same time containing costs.

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# Chapter Four

## 2010 Category 4 Innovative Initiatives

### Advancing Knowledge Management in Government

#### 2nd Place Winners

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<td>This is a public-private research and development effort to harness the latest technologies and know-how available in the private sector in order to meet new demands on the public sector.</td>
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<td>An initiative to study the public sector’s existing information technology environment and strategize appropriate solutions for expansion and improvement.</td>
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Asia and the Pacific

Japan

2010 Category 4 - 2nd Place Winner

Innovation Saga Project
Human Resources Development & Administration Improvement Group, Saga Prefectural Government

Description
This is a public-private research and development effort to harness the latest technologies and know-how available in the private sector in order to meet new demands on the public sector.

Summary
Since 2007, this initiative has created a knowledge-sharing platform where government officials present pressing problems in the public sector and invite private enterprises to propose responses capitalizing on their know-how and the latest technologies. Working with the private sector in this way, the Saga prefectural government has introduced three innovations. The first is the creation of new solutions with the latest technologies, especially with information and communication technology (ICT). The second is the creation of new partnerships between small and medium-sized local businesses and nationwide or global enterprises with cutting-edge technologies. The third is the creation of new work styles to improve operating effectiveness in public administration.

The Problem
Because of the recent slow-down in economic growth and the heavy concentration of people, goods, capital and information around Tokyo, Japan’s regional economies have suffered and local governments are facing shortages in tax revenues. As a result, there is a need to develop new businesses in the regions outside Tokyo, to create new sources of tax revenue so that local governments can work more effectively. In addition, the local governments have to deal with newly emerging problems, such as pandemic influenza, despite severe financial constraints.

The local governments needed more resources to tackle these problems. However, it was difficult to start an initiative employing technologies or products that no public-sector entities had yet tested. The assurance of solid results and a secure return on investment was regarded as a very important prerequisite, particularly given the precarious financial climate.

Meanwhile, private enterprises had experience using ICT and other new technologies. However, they had difficulties entering the public-sector market without a track record of success in public-sector applications of their work.

The Solution
To resolve this dilemma, the Saga prefectural government introduced the Innovation Saga Project as a public-private research and development effort. The aim is to let government and private businesses jointly develop new public services, using the latest technologies and know-how available in the private sector to meet the growing demands on the public sector.
The Innovation Saga Project is not only helping to solve the supply-demand mismatch regarding public services, but it is also generating a new concept: a public sphere supported by multiple service providers—government agencies, civil-society organisations and private enterprises—rather than by government alone.

Since 2007, this project has created a knowledge-sharing platform where the public administration outlines new demands on the public sector and invites private enterprises to respond with the latest technologies and know-how. Working with the private sector in this way, the Saga prefectural government has introduced three innovations.

The first is the creation of new solutions to public-service needs through application of the latest technologies, especially ICT. An example is the adoption of a GIS-based pandemic influenza surveillance system. Before this project, the Saga prefectural government had developed an action plan in case a new influenza virus emerged, but it had no active surveillance system to help public organisations decide when to take countermeasures against the spread of influenza (e.g., close schools and other facilities). The new surveillance system, the product of collaboration with a specialized GIS company called Pasco, Inc., provides two-dimensional information on the spread of influenza. When the H1N1 flu began spreading in April 2009, Saga’s surveillance system helped public organisations, including 303 schools, analyse the situation and decide on countermeasures in a prompt manner. The system is also expected to work against the second wave of H1N1 and against an outbreak of highly virulent H5N1 influenza.

The second innovation resulting from the Innovation Saga Project is the creation of new business opportunities for small and medium-sized local enterprises. This has been possible by building connections with national or global enterprises with cutting-edge technologies. One example is an experiment with Fujikura, a nationwide telecommunications technology company, to establish regional WiMAX services (high-speed wireless Internet services). Fujikura helped Saga win four local WiMAX business licenses, the largest number of the regional business licenses in Japan.

The third innovation that has come from Innovation Saga is the creation of new work styles in public administration that improve operating effectiveness. In this endeavour, the Saga prefectural government conducted several joint projects with global enterprises. Saga did joint research with Microsoft on public-management reform techniques using a tool called the balanced scorecard, and a joint study with Accenture on performance-based IT system procurement. Both have enriched Saga’s management and procurement procedures. Furthermore, Saga carried out an experimental study with Samsung, Fujitsu and NTT on a road map to introduce cloud-computing technologies in core local-government IT work such as residential information, taxation and National Health Insurance records.

**Replicability and Sustainability**

The replicability of the Innovation Saga Project is extremely high because of the low cost. Administrations incur few non-personnel expenses, and the returns are high. Thus it is expected that Innovation Saga’s public-private knowledge-sharing techniques will be replicated in a more general context and in a wider geographic environment.
Lessons Learned
Two important lessons about methodology resulted from the project. First, it was important to create an environment that would facilitate mutually beneficial public-private collaboration. Traditionally, government officials tended to resist the often free-wheeling ideas of the private sector because of the need for public accountability. Limited funding also inhibited the public sector, but private-sector investment helped offset the government’s budgetary constraints.

The second lesson that emerged from this programme was the value of information consolidation. Merging the knowledge and expertise of both public- and private-sector participants opened up varied ways to process information.

In conclusion, the success of the Innovation Saga Project rested on joint partnership, the pooling of resources and an accommodating environment.

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Western Asia
Kingdom of Bahrain
Category 4 - 2nd Place Winner
National Enterprise Architecture Framework
e-Government Authority, Kingdom of Bahrain

Description
This initiative is designed to study the public sector’s existing information technology environment and strategize appropriate solutions for expansion and improvement.

Summary
Bahrain’s e-Government Authority took the initiative to design the National Enterprise Architecture Framework as a pilot project to study the public sector’s existing information technology (IT) environment and strategize appropriate solutions for expansion and improvement. The project consisted of several phases: auditing the baseline architecture, prescribing the target architecture (considering standards and best practices), analysing the gap between the two and, finally, preparing an implementation road map and a migration plan with governance and compliance guidelines and policies for each government ministry and agency.

The Problem
Bahraini government agencies continued to rely on traditional methods for processing documents and data, as well as for managing the exchange of information and protecting intellectual property. Consequently, no benefit was being derived from the ongoing developments in modern information technology to improve data processing, storage and retrieval, to facilitate information sharing among agencies or to give the public direct access to information where necessary and appropriate. Furthermore, efficiency in service delivery was being compromised because of the lack of interagency cooperation and coordination. High volumes of information were impeding work internally and reducing agency responsiveness externally. The Government needed to assess the cost-effectiveness and public-relations impact of continuing to use old systems running on obsolete technologies. The ministries also needed to develop a common understanding of their customers and consistency in the quality of services being delivered by different government entities. Hence there was a need for a holistic view of governmental IT capacity and its potential.

The Solution
The pilot programme that was implemented was called the National Enterprise Architecture Framework. The first stage involved studying current conditions, including the challenges facing government agencies and the deficiencies in their processing, delivery and distribution capacities. It entailed surveying 24 government ministries and their agencies, exploring both qualitative and quantitative aspects. The resulting report provided the foundation for a strategic plan to create the target architecture framework. However, an interim plan was required to facilitate alignment and standardization across ministries.

The interim plan, called the Transition/Migration Programme, included 10 national-level projects across the 24 ministries. These projects included the National Gateway Infrastructure (a migratory service); the
National Email and SMS Gateway message service; the National Data Set (a centralised data hub); a
government-wide meta data recovery system; the Enterprise Management System, which governs and
monitors all the information on technology across the ministries; the Integrated Disaster Recovery
System; and the Information Technology Knowledge management system, which monitors the continuity,
and integration of services and their alignment across the ministries.

There are five main objectives of the National Enterprise Architecture Framework:

- To make service delivery to citizens simpler and faster.
- To allow citizens to obtain services through the channel of their choice, including service centres,
interactive voice response systems, a Web portal, mobile telephones, kiosks, etc.
- To provide a single-window, one-stop facility where citizens can access any government-related
services.
- To ensure smoother integration between various ministries, government bodies and enterprises so
as to improve efficiency and provide comprehensive innovative services to citizens.
- To achieve the cost benefits of consolidation and standardization and reinvest the savings into
modernizing the delivery of services and providing more innovative services to citizens.

The initiative was most successful in improving the efficiency of service delivery, standardizing
processes, and making inter-office document exchange easier. This contributed to consolidating service
delivery functions, expediting delivery and reducing overall costs, which made it possible to reinvest
savings in continuous innovation and modernization of service delivery.

While executing the strategic programme for the National Enterprise Architecture Framework, the
Bahrain e-Government Authority faced lots of challenges and obstacles. Three particularly problematic
areas were communications, compliance and commitment. Communicating across government ministries
and agencies and obtaining cooperation and coordination required persistence. Getting all agencies to
comply with the strategies proposed was also a major endeavour, as was receiving commitment from all
stakeholders. To overcome these challenges and obstacles, the e-Government Authority kept the
communication channels open and active. Project officials were careful to respond to all of the concerns
voiced by the various ministries and to clearly present the benefits attainable for all stakeholders. These
change-management strategies were effective in achieving the desired transformation across all
ministries.

The National Enterprise Architecture Framework initiative was proposed by Bahrain’s e-Government
Authority (e-GA) in partnership with Wipro Consulting Services. The e-Government Authority was the
sponsor and was responsible for implementing the national programmes, with the Central Informatics
Organization as its operational partner. The Ministry of Finance and the Civil Service Bureau were also
strategic collaborative partners and stakeholders. The overall cost associated with project was around $1.5
million.

The initiative was managed by high-level and experienced personnel in both the Bahrain e-Government
Authority and Wipro Consulting Services. The project director had 20 years of experience in developing
strategic enterprise architecture, financial planning and programme management. The forte of the project
manager was client management in the public sector. He had over 12 years of experience in this area. The
team also included international experts in IT architecture, data processing technology, IBM platforms,
quality assurance and security management. Ten members of the team were mobilized by Wipro
Consulting Services, all of whom were highly qualified and internationally experienced technocrats.

Replicability and Sustainability
In establishing the National Enterprise Architecture Framework, much attention was given to its sustainability and transferability to all government sectors, including those focused on culture, the environment and the financial and regulatory aspects of governmental institutions.

The Bahrain National Enterprise Architecture Framework has created a clear IT blueprint for the Kingdom of Bahrain that can be applied across ministries to achieve the best-in-class, integrated solutions to the public. It can serve as a mechanism for facilitating all IT-related projects and initiatives throughout Bahrain, thereby not only providing higher return on investments in all such projects, but also emphasizing national compliance with principal standards. The success of the programme has also, reportedly, attracted international interest based on its potential transferability.

**Lessons Learned**

The project provided clear insight into the existing IT landscape in Bahrain, and the biggest realisation was that operating and sustaining e-governance is fully dependent on the creation of a nation-wide enterprise architecture.

The project was effective in identifying a targeted architecture framework for the Kingdom and then developing a detailed road map and migration plan to achieve it. This initiative has made the government aware of over 60 additional national-level projects that need to be configured and aligned with modern IT as part of the 2030 vision for the Kingdom of Bahrain.

Finally and most importantly, this initiative identified and clarified the groundwork required from the Government to educate all stakeholders so that maximum social and economic benefits can be derived from the National Enterprise Architecture Framework.

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