

2012 UNITED NATIONS PUBLIC SERVICE AWARDS

WINNERS



The United Nations Department of Economic and Social Affairs facilitates the search for innovations in governance and public administration through the Public Service Awards Programme. This year, 44 public organizations from 29 countries will be awarded with the most prestigious recognition of excellence in public service on 25 June, in commemoration of the United Nations Public Service Day, celebrated every year on 23 June. The winners are as follows: 1st place - Bahrain, Bosnia and Herzegovina, Brazil, Dominican Republic, India, Lebanon, Malaysia, Mauritius, Mexico, Republic of Korea, Senegal, South Africa, Spain, Thailand, Turkey, United Arab Emirates and United States; 2nd place - Australia, Canada, Egypt, Georgia, Grenada, India, Kenya, Mexico, Morocco, Oman, Republic of Korea, Rwanda, Singapore, Slovenia, Spain, Switzerland, Thailand, Turkey.

The 2012 UNPSA is awarded in five categories.

Category 1

Preventing and Combating Corruption in the Public Service

AFRICA

Mauritius - 1ST Place

Initiative: Preventing and Combating Corruption in the Public Service

Institution: Independent Commission against Corruption (ICAC)

The Independent Commission against Corruption was established under the Prevention of Corruption Act 2002 to fight corruption in Mauritius. The initiative aims to institutionalize anti-corruption measures across the public service of Mauritius and take a preventive instead of a reactive approach to corruption. The Civil Service Division and the Mauritius Police Force both undertook the challenges to improve their institutions by taking anti-corruption measures through adopting anti-corruption policies, establishing an excellent framework and embedding integrity in their organizational culture. As a result, corruption levels went down, resulting in fewer public complaints. An additional 10 public bodies have adopted the measures, and other institutions are following by implementing anti-corruption measures with the assistance of the Independent Commission against Corruption.

ASIA AND THE PACIFIC

Republic of Korea - 1ST Place

Initiative: The Integrity Assessment

Institution: Anti-corruption and Civil Rights Commission

The "Integrity Assessment" was developed to curb corruption in a preventive manner. The initiative has affected a wide range of government agencies and their officials by engaging them in voluntary efforts to fight corruption. The Integrity Assessment is designed to assess corruption status of organizations, making it possible to pinpoint and focus on corruption in specific tasks, improving relevant legal and institutional frameworks. As a result, since the assessment officially started in 2002, the "overall integrity index" of the Korean public sector has increased consistently from 6.43 in 2002 to 8.43 in 2011. Corruption experienced by citizens dealing with public service has also substantially decreased. According to the public official survey conducted in May 2011 by the Anti-corruption and Civil Rights Commission, the Integrity Assessment made the greatest contribution to preventing corruption in the public sector among all of their anti-corruption measures.

Singapore - 2ND Place

Initiative: Promoting accountability for procurement of public projects

Institution: Building and Construction Authority

The Contractors Registration System (CRS) is a one-stop registration for contractors to provide construction services to the public sector – thereby saving time, resources and money for both the government agencies and the contractors. As standardized criteria are used by CRS to register all contractors which are available online to the public, it is a transparent system, both to the government agencies and to the contractors. Since its official inception in 1985, the number of registered contractors has risen from 2000 to more than 9500 today. The impact of the implementation shows improved transparency and accountability; reduced time, cost and manpower; and increased the professionalism within the Building and Construction sector.

LATIN AMERICA AND THE CARIBBEAN

Mexico - 1ST Place

Initiative: New Model of control and audit public works

Institution: Ministry of Civil Service

This initiative relates to the creation of a new unit for control and auditing of public work processes in Mexico. Since 2009, there has been a series of new policy initiatives from this unit including training, the hosting of international forums on the auditing of public works, and the development of strategies for specific sectors, such as the health sector. The unit focuses on prevention of corrupt acts and control of public works, analyzing all stages of the work process: from planning to completion. Risk analyses, internal assessments, and monitoring tools were adopted to prevent errors and to detect possible corruption in time, as well as ensuring that the work was completed in time, within the budget and with the desired quality.

The initiative's approach and goal was to create a cleaner, more transparent and accountable government, with citizens partaking and trusting the public institutions. With the help of the monitoring of public work processes, including visits, direct audits and quality control to ensure that the processes meet the required standards, the quality of the processes has greatly improved.

Mexico - 2ND Place

Initiative: National Public Procurement System (Sistema Nacional de Contrataciones Públicas)

Institution: Ministry of Civil Service

This initiative relates to the National Development Program (2007-2012) which sought to overhaul the public procurement system and related policies in Mexico. The National Public Procurement System achieved inter-institutional coordination of public procurement policy, eliminated obsolete and redundant regulations and established clear rules. Specialized areas were strengthened, and procedures for dealing with disputes and sanctions were established. Additionally, the system implemented CompraNet, an electronic system for government procurement. Since 2009, the changes have led to savings of approximately 3,500 million pesos, and a reduction in execution time of up to 95%. As of the second half of 2011, CompraNet had served almost 10,000 users, consisting of more than 2300 units, and had 300 buyers from different agencies and entities. The outcomes of the new system also signified an establishment of an evaluation mechanism that favors quality over price.

WESTERN ASIA

Turkey - 1ST Place

Initiative: SMS Information System

Institution: Ministry of Justice

SMS Information System was developed to make the jurisdiction more transparent and controllable in Turkey. The system functions in a way by transmitting any act carried out in the judiciary units automatically via SMS to the parties of the case's file, informing not only citizens, but also lawyers and institutions about the progress of the case. More than a half million people subscribe to the SMS Information System, which is highly appreciated by the users. On average, 2,000 new users are added to the system ever day. The most essential impact of the initiative is the instant access to inspection of the judicial units by the different parties of a case. Thanks to the initiative, transparency of the judiciary is increased, because the judicial units are more meticulous as they are aware that the parties are informed automatically by SMS when any proceeding is carried out. Public trust in the judiciary has increased as citizens, lawyers and institutions can easily access and follow judicial processes.

Georgia - 2ND Place

Initiative: Georgian Electronic Government Procurement System

Institution: State Procurement Agency of Georgia

The traditional paper based tendering system regarding procurement procedures in Georgia was replaced with a new e-procurement system, implying that all tendering procedures exclusively were executed by the Georgian Electronic Government Procurement system (Ge-GP). Presently,

all procedures (from tender announcement to conclusion of contract) are executed online. One of the main effects of Ge-GP is high levels of transparency of procurement procedures, decreasing the risks of corruption. All procurement related information is open and available online, including annual procurement plans of all procuring entities, tender notices, tender documentation, bids and bidding documents, decisions by the tender evaluation commission, all relevant correspondence, as well as all contracts. The number of tenders rose remarkably; 2000 tenders were conducted in 2008, while exceeding 33,000 in 2011.

Category 2

Improving the delivery of public services

AFRICA

Senegal - 1ST Place

Initiative: Electronic Single Window procession of foreign trade and customs formalities

Institution: GIE GAINDE 2000

“Guichet Unique”, an information technology and communication system, facilitates business processes with regard to foreign trade in Senegal. All required documentation, such as certificates and licenses, are accessible through the system. From December 2010 to May 2011, a total of 72,606 documents were issued. Considerable progress has been made in order to simplify life for traders through enabling electronic submission of documents accompanying customs declarations. The quality of service to importers and exporters has been improved through elimination of paperwork; minimization of re-keying of data, reducing the potential for error and inefficiency; the provision of intelligent services based on good business process management, reducing time and cost of treatment. The system has had a positive impact promoting transparency in trade rules and greater flexibility of business processes through electronic exchanges between trading partners and government agencies and it has gained interest from domestic and foreign private investors.

Morocco - 2ND Place

Initiative: 0-paper

Institution: Group Plan for Retirement Allowance (Régime collectif d'allocation de retraite)

A pension reform, including an online system, eliminating paper and introducing automatic document reading to save time and human resources, was implemented in Morocco. The most dramatic improvements due to the pension reform are saving time and controlling costs through elimination of paper: processing a claim within a period of a maximum 5 working days; customizing customer relations through instant access to account information and contact history of the client. The system generates effective reporting of performance in real-time, has resulted in more customer-oriented services and improved management skills due to modern technology.

Rwanda - 2ND Place

Initiative: The use of ICT in improving service delivery in the DGIE

Institution: Directorate General of Immigration and Emigration (DGIE)

The use of electronic processes in all Directorate General of Immigration and Emigration services, including the issuance of travel documents, entry visa, and resident/work permits was introduced in Rwanda by this initiative. The electronic processes also enabled tracking of application status online. The impact of the implementation shows reduced bureaucracy and reduced costs. The waiting period for passports reduced from 30 days to 5 days; time for visa application reduced from 2 weeks to a few minutes online. The number of travelers to Rwanda increased from 30 per day in 2005 to over 200 per day in 2010. The initiative avoided problems concerning corruption in the Directorate, and thus in an additional manner, increased customer satisfaction.

ASIA AND THE PACIFIC

India - 1ST Place

Initiative: Aarogyam

Institution: District Health Society Uttar Pradesh

The health initiative Aarogyam aims to provide healthcare services to citizens at their doorstep, with a special focus on mother and child. The initiative includes digital health mapping and a pregnancy tracking system with four approaches: proactive, reactive, interactive and educative, informing citizens on various health and pregnancy issues. The service includes for example automated calls on all aspects of child vaccination, and information regarding safe deliveries.

The largest impact can be seen in the improved access of health services through knowledge empowerment. Additionally, the timely high quality delivery of health care services to the communities, the improvement in key indicators (immunization, infant mortality rate, maternal mortality rate), and the improved monitoring capacity of health care programs have all resulted in large improvements of the health care in India. For example, in April 2007 to January 2008, 19914 children received polio vaccine, compared to April 2010 to January 2011 when 33964 were vaccinated.

Singapore - 2nd Place

Initiative: Helping to Empower Litigants-in-Person – The Subordinate Courts HELP Centre

Institution: The Subordinate Courts of Singapore

More than 95% of all criminal, civil, family and juvenile cases in Singapore are heard before the District Courts and Magistrate's Courts of the Subordinate Courts of Singapore. Singapore has limited legal aid scheme for accused persons who cannot afford legal representation. The majority of litigants do not qualify for legal aid. As a result, large numbers of litigants in the court proceedings are without professional legal representation. For instance, in 2010, about 80% of divorce cases, 100% of respondents in maintenance and family violence cases and 41% of persons accused with serious crimes involved defendants without legal representation. A self-help centre was therefore established to help people without legal representation. Called the HELP

Centre (Helping to Empower Litigants-in-Person), the objective of the Centre is to assist LIPs in the conduct of their cases by providing them with basic information on court processes, procedures and practices. With the establishment of the HELP Centre, LIPs now get advice on the feasibility of defending a case. There are two HELP Centre locations, with one dealing with criminal and civil cases while the other one deals with family matters. Since its inauguration in February 2010, nearly 6,000 court users have engaged the services of the HELP Centre.

India - 2nd Place

Initiative: MP Public Service Delivery Act 2010

Institution: Public Service Delivery Management, Government of Madhya Pradesh

The promulgation of the “Right to Service Act” (RTS), enacted in August 18, 2010, dramatically changed the situation of public service delivery in Madhya Pradesh. This new act made it compulsory to give notification in the form of a receipt to citizens indicating the time frame until delivery of the requested service. A grievance system was put in place for citizens to submit their complaints upon failure to provide the services, penalties were imposed on officials who failed to deliver services and compensation to applicants who are wrongfully denied the service. Approximately 75% of the beneficiaries reported that they received the service within or before stipulated time. Only 10% of the beneficiaries reported that they received the service after the stipulated period. Through this initiative, the Government has achieved an increase of public faith in Government policies, services and employees, and greatly improved governance and service delivery.

EUROPE AND NORTH AMERICA

United States of America - 1ST Place

Initiative: NYC311

Institution: City of New York 311 Customer Service Center

By examining customer needs and the strengths of 311 Customer Service Center, this initiative expanded the self-service options for cost-effective service delivery, offering greater breadth of information and explanations online. Supported by interactive tools such as application forms and eligibility calculator, access to 180 languages, offering customers more than 4000 services, the “total talk time”, the primary measure of demand in the call center, decreased by over 40,000 hours annually.

Through enabling online self-service, service delivery has greatly improved and operating expenses have decreased by over \$7 million annually, which represents a 14% reduction. Use of alternative information channels outside the call center increased significantly in 2011 compared to previous years: a 14% increase in automated message contact was achieved since 2009, 4.2 million customers have used self-service; over 2 million visits to 311 Online in less than 24 months. Providing information and links via social media further supported the shift with @311NYC on Twitter, hosting over 25,000 followers; over 16,000 iPhone apps downloaded; and the entire 311 content catalogue available to the public as “Open Data”.

Spain - 2nd Place

Initiative: Public Service Electronic Access for Citizens (Acceso electrónico completo de los ciudadanos a los servicios públicos)

Institution: General Directorate for Administrative Modernization, Procedures and Promotion of E-Government (Dirección General de Modernización Administrativa, Procedimientos e Impulso de la Administración Electrónica)

Spain experienced a multi-level reform in public administration by offering public services via an electronic network. The passing of a law in 2007 giving the right to citizens to have electronic access to public services set into motion a series of nation-wide enhancements.

The initiative has streamlined public service delivery, reducing red tape and administrative burdens on firms and citizens. Almost 90% of administrative procedures are available online, and 27 million identification cards have been issued. The various plans implemented and actions taken have led to cost savings of more than 3,000 million Euros in the 20 most requested services, and 4,320 million (June 2008 to December 2010) for all state services. The initiative has increased the use of online services, thus reducing the time for citizens to access services. For instance, in 2011, 49.7 percent of total tax returns filed income (9.5 million) were processed by electronic means (Internet, telephone or SMS), which implies a growth of 15 % compared to 2010. Additionally, surveys have documented increased citizen satisfaction with online service delivery.

LATIN AMERICA AND THE CARIBBEAN

Dominican Republic - 1st Place

Initiative: Institutional Transformation

Institution: Essential Drug Program/Logistic Support Central (PROMESE/CAL)

This initiative is a network of pharmacies for the public, “People’s Pharmacy”, which offers expanded health services, improved quality in services, and increased training and management of personnel. The initiative also works to strengthen the image of the institution, continue improvement of its processes, as well as expanding and strengthening the distribution network for supplies and drugs. PROMESE has resulted in better access to medicines of certified quality and other pharmaceutical products to the most vulnerable groups. There has been a marked improvement in child mortality rates and prolonged life in kidney disease patients. A decrease of cancer deaths among women and children and hospitalization of patients was realized due to more effective and preventive health measures.

Mexico - 2nd Place

Initiative: Financial Inclusion Project (Proyecto de Inclusión Financiera (PIF))

Institution: National Savings and Financial Services (Banco del Ahorro Nacional y Servicios Financieros S.N.C.)

BANSEFI implemented an innovative mechanism for financial inclusion of the deprived by providing access to banks and educational programs and providing training on how to save and invest, particularly to people in rural areas. A new card with a microchip and fingerprint mechanism was created, enabling people to have safe access to financial services, such as bank

accounts, deposits, and payments of services. Branches of the BANISEFI were established in 1,570 out of the total 1,649 municipalities (95%). As a result, the initiative cut costs by 88% and the waiting time for financial services was reduced by 87%. A survey conducted on the microchip system revealed that 98% of the respondents were more satisfied with the new procedures. 6.5 million Mexicans living in deprivation now have a bank account; there is a better financial culture; and the flow of cash remains in the community, allowing for more local development.

Grenada - 2nd Place

Institution: Immigration and Passport Department

Three outreach offices were established in Grenville, Gouyave and sister island of Carriacou to provide solutions to a slow passport service. A computerized passport program and border control system was introduced enabling Grenada to be the first country in the Eastern Caribbean to produce Machine Readable Passports. The initiative significantly decreased the time needed to apply and obtain a new passport, from fourteen working days to three working days. The volume of passports produced increased and security was enhanced. The new system has thus improved the efficiency of the service greatly. As a result, Grenada is the country that offers the quickest service in this respect within the Caribbean.

WESTERN ASIA

Lebanon - 1st Place

Initiative: Simplify procedures and improve services

Institution: Cooperative of Government Employees

The objective of this initiative was to establish more simplified procedures concerning transactions for health coverage of public sector employees. By automating the system of health and social affairs and the financial system, the health insurance coverage to public employees greatly improved. Efforts were undertaken to extend SMS and email services, facilitating online transactions, and increase staff capacity in information technology, as well as customer services and care expertise. This initiative enhanced transparency and cooperation, and is a process towards more efficient, competent, and professional public sector services, aimed at reducing the time and effort needed to serve customers.

Georgia - 2nd Place

Initiative: Public Service Hall

Institution: Ministry of Justice

A One-Stop-Shop with a technology platform built over a unified database was implemented in the public service system in Georgia to eliminate the need to fill out multiple government forms by citizens and to streamline services, resulting in less time and resources for service provision. Public Service Halls (PSH) were set up in the country with combined structural units, delivering more than 250 services to citizens. In addition, agreements were made with MOF Service Agency and Revenue Service of Georgia in order to include their services.

The initiative of the reforms in the public service has resulted in satisfaction with the procedures of official issuances of documents among 92% of citizens. 78% of citizens think that corruption

levels decreased significantly in the last 3 years; and, there is an enhanced credibility and increased public trust towards the government. In the sense of successful elements of the initiative, it seeks to protect customers' rights and enhance the relationship between the public service providers and the citizens. Additionally, delegations from over 50 countries are exploring ways to adapt the model as it has shown to be successful and sustainable.

Egypt - 2nd Place

Initiative: Democratic Reform Using ICT

Institution: Ministry of State for Administrative Development (MSAD)

This initiative facilitates the election process by developing a database of voters (about 50 million voters) and candidates, based on each individual's National Identification Number (NIN). The database provides other essential information regarding the voting process and making it available online for the first time. It addresses several previous loopholes in the voting procedures. MSAD's efforts have enabled Egyptians living abroad to vote while maintaining the secrecy of their vote; increased awareness of the rights and duties of voters and candidates across the different channels; promoted transparency and prevented fraud; stimulated voter participation by facilitating the voting process, and allowed the voting lists to stay up to date. This initiative made the electoral process extremely easy for the voters. Using their NIN on the election webpage, voters are able to find the exact address of their electoral post, individual number in the electoral roster, the name of the supervising judge, and the candidates in their district. Additionally, it has increased transparency and ease in electoral process, enhanced integrity, and improved coordination and cooperation among political parties.

Category 3

Fostering participation in public policy-making decisions through innovative mechanisms

ASIA AND THE PACIFIC

Thailand - 1ST Place

Initiative: Integrated Drought Prevention and Mitigation: The Mae Yom Operation and Maintenance Office

Institution: Royal Irrigation Department

In 2005, drought and water shortages affecting agricultural productivity was addressed by implementing a participatory irrigation management model by arranging a series of community meetings to brainstorm and listen to farmers' recommendations. Geographical Information Systems (GIS) and other technologies were used to improve community understanding and make the decisions more fair and efficient. Farmers, moreover, cooperatively monitored work procedures with related public agencies, thus promoting transparency. As a result, the initiative increased transparency in water management and facilitated water delivery to farmers in a fair and equal manner, thus decreasing water complaints from farmers. Additionally, the initiative helped farmers to extend their dry-season agricultural areas from 12,846 acres in 1993 to 36,364 acres in 2010, generating agricultural income from US\$5.1 million to US\$18.4 million. As a result, the seasonal migration of local farmers in the areas was greatly reduced.

Republic of Korea - 2nd Place

Initiative: Youth Participation Committees

Institution: Ministry of Gender Equality and Family

This initiative describes a starting point of a limited participation of the youth in policy making. To address this, a Youth Participation Policy was developed and a National Youth Congress was established to ensure youth participation in policies. Much of the information on the submission emphasizes that youth take an active part in youth related policies rather than enhanced participation of youth in mainstream politics and decision making. Through this initiative, it became possible for government authorities responsible for youth affairs to administer youth policies that better met the needs of the youth. As a result, there has been an increase of proposals put forward by the youth's with regard to policymaking. The interest of the public sector and of society in the youth's social participation has greatly risen.

Australia - 2nd Place

Initiative: South Australia's Strategic Plan Community Engagement

Institution: Department of Premier and Cabinet

A vision was developed for the state of South Australia and a Strategic Plan has been in existence for many years emphasizing the importance of youth participation in policy making. An exercise to measure awareness of the Strategic Plan among citizens discovered low awareness and people feeling that their needs were not adequately addressed in the plan and vision. An update of the plan was carried out in 2010 with extensive consultations via emails and meetings, gathering the needs and future visions of South Australians. More than 60 community meetings were held in locations across South Australia.

The initiative provided an opportunity to engage, interact and share opinions and ideas, and to learn more about the Strategic Plan. The integrated engagement encouraged post-moderated online conversation during and after face-to-face community consultations, and helped spread knowledge of the initiative. Over 9200 citizens were engaged in this process and it was the biggest consultation process in Australia. To ensure the initiatives sustainability, updates will be done every four years to ensure that the plan remains relevant and cognizant of the changing needs of the state and its citizens.

EUROPE AND NORTH AMERICA

Spain - 1ST Place

Initiative: Housing – all opinions matter (En Vivìenda, todas las opiniones cuentan)

Institution: Department of Housing, Construction and Transport, the Basque Government (Departamento de Vivìenda, ObrasPùblicas y Transportes, del Gobierno Vasco)

The Basque Department of Housing, Construction and Transport recognized the need for a housing policy that reflected the needs of the citizens. While there was a significant supply of social housing, only a small part (19.2%) of it was available for rental. The Department embarked on a public participation process to include citizens in the development of strategic plans and legislation on accessible housing. For the first time in the history of the Department of Housing of the Basque Government, citizens were included in discussions on solutions for the housing

challenge, with the goal of providing housing for 90,000 families. The initiative has engaged citizens on multiple platforms, such as on-line discussions, surveys, Facebook and Forums and has increased the public's influence in decision making.

Slovenia – 2ND Place

Initiative: IT-supported procedure for drafting legislation (ITDL)

Institution: Ministry of Justice and Public Administration

The initiative for IT-supported procedure for drafting legislation (ITDL) was launched with an aim to regulate the procedure for drafting and adopting legislation in the Republic of Slovenia. The ITDL standardized procedures of all ministries for drafting and adopting regulations, in terms of substance and regarding technical feature, thereby facilitating simpler exchange of documents and opinions. The system introduced electronic services in the drafting process and upon its launch on 1 April 2010, paper is no longer used in drafting regulations. The system integrates contributions by the public in draft regulations. As a result, the initiative provided simplification and standardization for every user, and greater transparency through public analytical review, which provides an excellent basis for potential further improvements of the procedure. There were 2 097 regulations entered into the ITDL system between 1 April 2010 and 1 December 2011: 1 100 rules, 706 decrees and 291 acts. In the same period, the e-democracy sub-portal published 1 045 regulations: 626 rules, 275 decrees and 144 acts.

Canada – 2ND Place

Initiative: Metro Vancouver's Public Outreach and Engagement Program

Institution: Metro Vancouver

Public consultation regarding the work of Metro Vancouver typically occurred only when major capital projects, such as sewer installations or upgrades, would lead to disruptions in service, public access or traffic flows or if the Board of Directors of Metro Vancouver was legislatively required to do so. To engage citizens beyond public matters like these, Metro Vancouver in Canada embarked on a series of meetings to enable citizens to participate in the identification of solutions to the challenges faced by the city. Community breakfast meetings were held, sustainability dialogues and a number of summits to solicit the public's views on key issues. The initiative's impact resulted in a growing culture of public engagement and increased public trust and confidence in the institution.

LATIN AMERICA AND THE CARIBBEAN

Brazil - 1ST Place

Initiative: Participatory Regional Seminars

Institution: Department of Planning and Management of Pernambuco (Secretaria de Planejamento e Gestão do estado Pernambuco)

The "Everyone for Pernambuco" Regional Seminars Series – consisting of 12 regionalized forums to listen and debate with citizens – was carried out by the Secretariat for Planning and Management (SEPLAG) for the purpose of addressing the State Government's need to plan and develop strategic actions with a regional focus along with public policies targeting the most vulnerable segments of the population. The actions were based on knowledge of people's daily

lives and needs, as opposed to only technical and programmatic aspects. As such, Regional Seminars provided a mechanism for discussion between organized civil society and government, with outcomes directly influencing the Multi-Year Plan – the law that consolidates government action and budgetary implementation over three years. The program highlights education and culture, public safety, health, economic development, social development and infrastructure, and appears to have been a very effective public participation exercise carried out in the context of a larger planning effort. The major impact of the initiative was the influence that suggestions gathered from citizens had on the Multi-Year Plan Law for the period of 2012-2015 in the state of Pernambuco. An additional impact is the establishment of closer linkages between the public sector and society, through direct and transparent interaction, facilitating democratic manifestations, carried out principally with low-income citizens residing in regions in the state that are disadvantaged while at the same time possess great potential for development.

Category 4

Advancing Knowledge Management in Government

ASIA AND THE PACIFIC

Malaysia – 1st Place

Initiative: eKasih

Institution: Implementation Coordination Unit, Prime Minister's Department

The development of the eKasih initiative was implemented nationwide in July 2008 with the aim to assist deprived groups in society. Establishing a central databank (eKasih), implied that all agencies and other related parties involved in poverty eradication programs at federal and state levels, would be able to access the databank and enter information concerning the assistance they provide, and the full profile of who received the assistance. Ultimately, the new system improved cooperation between government agencies, reduced duplication of aid/programs given, and ensured that the deprived would receive the benefits allocated to them. Through the monitoring and tracking modules, eKasih aids agencies and departments to coordinate and implement an effective implementation strategy to fight poverty. The use of complete data in eKasih has influenced government policies in the implementation of poverty eradication programs. Currently, eKasih keeps a detailed profiling of the deprived as a base for national poverty program planning and aid distribution. As of November 2011, there are more than 350,000 heads of households and more than 1.2 million members of households registered and verified in eKasih. Most importantly, the evaluation of the initiative, in terms of poverty reduction, has been shown to be effective.

Republic of Korea – 2nd Place

Initiative: National Science and Technology Information Service (NTIS)

Institution: National Science & Technology Commission (NSTC)

The National Science & Technology Commission (NSTC) established the National Science and Technology Information Service of Korea (NTIS) comprising knowledge management policies, facilitating for ministries, universities, research institutes funded by the government, companies, and citizens to share and use national Research & Development (R&D) information. Based on the

initiative, it was now possible to provide a one-stop service for citizens by integrating all national R&D information conducted by ministries. This initiative has shown to be a success, acting as a benchmark for other ministries and organizations, with a year-round internal and external collaboration scheme to coordinate interests and collect opinions from a variety of ministries and organizations. The greatest impacts reflect prevention of duplication in project implementation, integrated management of facilities in disuse or not in service, and improved performance of research management. The NSTC is the first central governmental body to have complied with relevant global standards in terms of having established governance planning, implementation and assessment structures of NTIS, and thereby improving global reliability by continuously optimizing business processes.

Thailand – 2nd Place

Initiative: Preventing Diabetic Blindness

Institution: Rajavithi Hospital

In Thailand more than 3 million people have diabetes, a lifelong illness that can cause blindness. Many patients live in rural areas about 100 kilometers away from provincial hospitals where ophthalmologists practice. To address this issue, a cooperative effort was made with provincial health care officers in Tak, establishing local community health care teams in rural areas to assist the ophthalmologists. They were trained to interpret digital retinal images to identify patients with diabetes who were at risk of blindness and refer them to the ophthalmologist. Implementation of the first pilot project for preventing blindness from diabetic retinopathy in rural areas of Tak province was launched in 2007. The initiative was shown to be a success, decreasing the number of people becoming blind by detecting and treating in time (5% in the first year compared to 3.7% in the second year). Ongoing discussions are underway with other countries to adapt the initiative. One of the most important elements that made this initiative a success was giving the opportunity to local community health care personnel in rural areas to solve a problem in public health ophthalmology for their own people.

EUROPE AND NORTH AMERICA

Spain – 1st Place

Initiative: Territorial Information System for the Network of Open Spaces (Sistema de Información Territorial de la Red de Espacios Libres)

Institution: Barcelona Provincial Council (Diputació de Barcelona)

Barcelona Provincial Council conducted a province-wide, multidisciplinary territorial analysis in order to improve urban and provincial planning. The initiative included technical experts from various fields such as academics, public institutions, businesses and other organizations to regulate planning and provide spatial information on an integrated portal. The project represents a shift from a sector approach to an integrated model of environmental aspects of land planning and has enjoyed the acceptance and the support of the various administrations and social organizations involved. Since the project began, the information has been used by 61 municipal councils, 2 regional councils, and 3 regional government departments in the preparation of municipal development plans. Since the data was posted online with free and universal access, about half of the municipalities in the country have used the information on a regular basis. The project has also been instrumental in drawing up special plans for the protection of four protected

areas, especially in the development of two regional plans of the province of Barcelona. It is estimated that the project has resulted in savings for the municipalities of approximately 150,000 Euros annually, due to it no longer being necessary to develop specific mapping for their municipal areas.

Switzerland – 2nd Place

Initiative: geo.admin.ch

Institution: Coordinating Agency for Federal Geographical Information

geo.admin.ch is a portal for federal spatial data infrastructure (FSDI). For the first time, federal spatial data can be accessed through a central platform providing features like multilingual (five languages) versions, fast and user friendly interface, single point of entry for all spatial data portals of the federal authorities of Switzerland, and providing efficient information retrieval. This was achieved by a combination of an open source software framework with an innovative cloud computing architecture, resulting in an attractive cost/benefit ratio. In Switzerland, geo.admin.ch was the first innovation of its kind, using cloud computing as infrastructure solution for authorities, providing over 150 datasets of various government agencies. The feedback of citizens and key stakeholders regarding geo.admin.ch is very positive: over 3000 emails of satisfied citizens have been received since the launch in August 2010, with a daily average visitor rate of 10000 unique visitors, contributing in being one of the most visited websites of Swiss governments. By offering an email helpdesk, Q&A section, and the use of social media, there is now a two-way communication with society with direct interaction with the groups of interest, resulting in further services and faster realization of public needs.

WESTERN ASIA

Bahrain – 1st Place

Initiative: Integrated Workflow Management System (IWMS)

Institution: eGovernment Authority - Ministry of Cabinet Affairs

The Integrated Workflow Management System (IWMS) was introduced to handle the interaction between the Parliament and the Government using the Government-to-Government (G2G) principles. Through the correlation of processes and automation of official documents' flow among key organizations, which play a critical role in decision-making, transparency was put in place. IWMS was introduced to free coordinators and follow-up specialists from the manual work and enable them to focus on reporting, tracking and improving the pre-defined internal processes. Data related to the processes are being stored in a common repository and are used for tracking and reporting purposes. IWMS unified the tracking process and the reporting style based on accurate and up-to-date records.

IWMS reduced the time cycle by 30%, while it is expected to be reduced to 50% when fully adopted. Due to systematic follow-up emails and alerts on tasks duration, the effectiveness of the councils and ministerial committee meetings has been significantly improved. Timely decisions based on accurate information are made through giving deadlines with proper reminders and alerts to responsible stakeholders. Furthermore, going green by providing a digital repository for all the documents with an option to download or annotate documents, contributed to environmental protection.

Turkey – 2nd Place

Initiative: UYAP (National Judiciary Informatics System)

Institution: Ministry of Justice

The information technology department of the Ministry of Justice of Turkey was established in 1999 and given the responsibility to establish a more swift reliable and up to date justice system by using ICT. Several committees were established, comprised of judges, personnel, and lawyers from all ranges of judicial organizations. The solution that emerged was UYAP (National Judiciary Informatics System). The UYAP initiative was put into effect and resulted in equipping all judicial units with necessary ICT tools, including document and case management systems. By being connected to each other through a secure network and given access to a central database of UYAP, which contains all relevant information needed in the judicial proceedings, the huge structure of the Turkish Judiciary was transformed into a well oiled machine that was efficient and effective.

UYAP, through the use of modern ICT tools in the justice system, has introduced a new concept in the daily life of all judges and public prosecutors, court staff, lawyers, public institutions, and for all citizens, by changing the image of the judiciary and promoting innovation. UYAP has also reduced the administrative and correspondence costs of the traditional paper-based system. The proceedings and correspondences that normally took hours or days in paper-based systems are now performed in minutes or seconds through the use of UYAP, reducing the amount of time spent on each case, and increasing efficiency and effectiveness.

Category 5

Promoting Gender-responsive Delivery of Public Services

AFRICA

South Africa – 1st Place

Initiative: Protecting the Futures

Institution: Small Projects Foundation

This initiative aims to address absenteeism of girls in school by providing training in adolescent reproductive health to two-hundred and seventy-eight (278) teachers in three district municipalities and puberty education with the goal of educating young girls. More than 3750 girls in 139 schools received training in adolescent reproductive health and puberty education and each girl received a regular supply of sanitary towels. Parents/caregivers and girls also attended workshops on puberty and reproductive health. Sanitation infrastructure in schools was upgraded and new facilities were built. Incidents of absenteeism in the schools in the three districts targeted dropped from 20% to 5%. Some schools also reported a significant decrease in the number of teen pregnancies after the program was implemented. Focus groups and questionnaires highlighted that this improved the confidence and self-image of the girls experiencing puberty and helped address and breakdown shame and stigma associated with menstruation at schools and in their families.

Rwanda – 2nd Place

Initiative: Isange One Stop Center

Institution: Rwanda National Police

In 2009, the Police recognized the need to have a holistic package of services in one place to reduce the costs and time spent by victims in accessing services, and for appropriate justice to be achieved regarding sexual and gender-based violence (SGBV). Therefore, the Isange One Stop Center at Kacyiru Police Hospital was established. The mission of the centre is to provide comprehensive, timely, affordable, quality services to child, domestic and gender based violence survivors. It provides referral and specialized services like medico-legal, gynecology and obstetrics, mental health, legal and investigation, psychosocial, safe room and social integration services. The center has become a replicable project as neighboring countries have paid study visits in order to set up such facilities to assist their communities.

Kenya – 2nd Place

Initiative: Gender integration in the water sector

Institution: Ministry of Water and Irrigation

To substantially boost gender integration in the country's water sector, the Ministry of Water and Irrigation (MoWI) has led an initiative to effectively address gender gaps in the water sector. A water and sanitation module was inserted into a national service delivery survey in order to generate sex disaggregated data for planning purposes. Gender Focal Points were integrated into water sector institutions and frontline water utility providers were trained in gender gaps and how to address them. Currently, the initiative is being replicated and district officers in arid lands are being trained, as are the managing directors in the sector. Since 2008, gender equality has been included as one of the indicators evaluated within all performance contracts including water sector agency managers, making them keen to address gender gaps in the water sector.

Water utility officers have reported that they have substantially increased the effectiveness of public service delivery of water. Since the program started, rationing of water was reduced from 3-4 days per week to 1-2 days, and the number of women hired or paid for days of employment under the Water Board has increased.

EUROPE AND NORTH AMERICA

Bosnia and Herzegovina – 1st Place

Initiative: Public participation in peace processes

Institution: Ministry of Security

This initiative sought to integrate gender in the armed forces, police, judiciary, and penal institutions in Brčko District with the goal of including the voices of local women in the design of security services and improving the provision of security services to women. The initiative embarked on implementation of national legislation and international instruments to ensure inclusion of women's civil society organizations in decision-making on security service delivery. Gender equality was included in the curriculum for peacekeeping training and new practices were conducted to create equal employment opportunities for women in missions. A policy of 30%

representation of women in new recruitment, and a policy that two deputy ministers must be women were passed. In the police, two women were promoted to the rank of independent inspector, a position previously not held by a woman. Additionally, a woman was appointed to the position of president of the National Security Council. The Border Police now systematically cooperate with Civil Society Organizations (CSOs) on preventing and addressing human trafficking. The community security forum in Prijedor and free legal aid for women in Zenica facilitated inclusive local consultations on local security issues. Community service organizations also developed multidisciplinary teams for the prevention of, and protection from, gender-based violence (GBV) in local communities, as well as several programs working with perpetrators of violence.

Spain – 2nd Place

Initiative: Zero Tolerance for Violence against Women
Institution: Bilbao City Council

Bilbao City Council adopted the decision to launch a multi-sectoral intervention to improve prevention and care for survivors of domestic violence. Prevention training was conducted in schools, health workers, police and legal counsel were trained, minority groups and vulnerable women were targeted for awareness campaigns, and measures were undertaken to strengthen municipal service capacity in the most vulnerable areas of the city.

In 2010, 100% of the victims who filed a complaint or requested a protective order at the police station, were assisted by the legal services and social services, providing advice, support and provided safe shelter immediately. 62.5% of women treated for emergency social services decided to join the municipal program to begin the process of intervention, with an average duration exceeding one year. The intervention program has approximately 500 women participating annually. Children of the victims are also provided with psychosocial support and of the women using the services provided, the average user satisfaction score given to the program's operation was 9.1 (out of 10), as compared to 8.8 in 2009. 100% of the victims who come to the Municipal Police Commissioners have not exceeded 60 minutes of waiting for lodging a complaint and requesting a protective order.

LATIN AMERICA AND THE CARIBBEAN

Brazil – 1st Place

Initiative: Chapeu de Palha
Institution: Pernambuco State Secretariat for Women (Secretaria da Mulher do Estado de Pernambuco)

Chapéu de Palha is an innovative program run by the Secretariat for Women's Policies of the State of Pernambuco (SecMulher). Launched in 2007, the program builds on an existing safety net program and provides training for women to leave low paid and hard labor jobs in order to enter a rapidly expanding labor market in construction (plastering, soldering, plumbing, electrics) that is providing employment opportunities that women have historically been unable to access. Trainees are paid a stipend and provided with childcare, transport, and food to enable them to participate in the courses. Training is also offered on rights, and personal and professional development.

To date, almost 39,000 women have graduated from the program. Quantitative and qualitative evaluations with the women beneficiaries have been extremely positive. Women have gained greater self-esteem, know their rights to expand their horizons and gained greater clarity about the boundaries of acceptable behavior, as well as the capacity to be able to act on that recognition if partners, husbands and employers transgress those boundaries. Initial success led to the initiative being expanded to the areas where there is intensive irrigated horticulture. It has successfully demonstrated that social programs with a cash transfer and skills training component can serve as an entry point for transformative interventions that challenge gender stereotypes.

Mexico – 2nd Place

Initiative: Daycare Program to Support Mothers

Institution: Secretary of Social Development (Secretaria de Desarrollo Social)

The National Survey of Employment and Social Security, IMSS INEGI (2004) noted that, of the nearly 2 and a half million children under 6 years, only 7.6% attended day care. From 2007 to 2011, the program has promoted the creation of 11,000 childcare facilities, of which 9,049 are presently operating and serving a total of 273,670 children. The program serves 1,213 municipalities, which include 374 municipalities with a high or very high degree of marginalization and 425 municipalities with a predominantly indigenous population. Surveys report that 85% of mothers and fathers benefitting from the program believe their economic situation has improved, 94% say their employment status has improved, and 87% say that their family life has improved. In addition, the majority of parents report an improvement in their children's abilities since entering the program.

WESTERN ASIA

United Arab Emirates – 1st Place

Initiative: Inclusion of Women in the Police Force

Institution: Dubai Police General Head Quarters

The Dubai Police General Head Quarter decided to adopt and implement initiatives to provide care services to support women in various fields of public employment within the police force. Among these initiatives they created a Dubai Police Department of Women's Affairs and a police monitoring unit for the respect of human rights, working on care and maintenance of any violations against the law and human trafficking. These new units paved the way for the General Command of Dubai Police to achieve its goals of strategic change of the traditional concept of security – away from authoritarian attitudes and towards service to the community. This service to the community was critical in order to meet all the needs and expectations of citizens and individuals of all nationalities.

The rate of complaints of human rights violations was (0.0785 complaints) per 1000 employees in 2008, and in 2009 the rate was (0.0357 complaints) per 1000 employees and in 2010 the rate was (0.15 complaints). The increase in complaints was seen as the impact of the police opening its doors. The goal of supporting the victims of human trafficking was reached by a 100% increase in the number of victims provided with services. Additionally, 90% of services were provided to women within 5 working days in 2010.

Oman – 2nd Place

Initiative: Reduce Childhood Mortality Rate: Infants and Children under 5 years of Age
Institution: Ministry of Health

The initiative focuses on providing a holistic primary care for pregnant women (pre-natal and post natal care) at all medical centers and towards birth at the tertiary hospital. Their records are made available throughout their pregnancy from primary healthcare center to the hospital through the automated electronic Healthcare system. The system records the birth history and the prenatal care for mother and child, and then transfers the information to the Primary care system which will then be extended to the child. An electronic appointment system was also implemented in which appointments can be scheduled at appropriate time, reducing the waiting time to 30 minutes.

The program reduced the mortality rate of children under the age of 5 years from 35 per 1000 births in 1990 to 12 in 2009 and reduced the Infant Mortality rate from 29 per 1000 births in 1990 to 9.6 in 2009. Oman has also been successful in reducing the maternal mortality rate in childbirth from 22 (per 100,000 live births) in 1995 to 13.4 in 2009. All medical staff is up to date with the practices of childhood illnesses management and mother-care management. Patient files no longer go missing and patient information is stored on an electronic database. The information is shared and linked with other health programs such as school health and nutrition, which provides better monitoring of the children's' health.