Report of the Fourth United Nations Public Service Day
23 June 2006 New York

UNITED NATIONS PUBLIC SERVICE AWARDS CEREMONY and
TECHNICAL SEMINAR ON INNOVATIONS IN THE PUBLIC SERVICE

United Nations – Nations Unies

Contents

I.   United Nations Public Service Awards

The United Nations hosted the Fourth Public Service Awards ceremony in New York on 23 June 2006. Eleven pioneering projects from the developing and developed world were honoured with the prestigious Public Service Awards 2006 at the United Nations Headquarters in New York. With good governance as a prerequisite in ensuring sustained development and the achievement of the Millennium Development Goals (MDGs), this year's Awards focused on innovative projects that prioritize accountability and transparency, service delivery, and the innovative use of e-governance.

This report highlights the 2006 Public Service Awards winners and their organizational achievements that made them uniquely qualified for this special award. It also summarizes the presentations made at and conclusions drawn from the Experts' Technical Seminar on Innovations in the Public Service that followed the ceremony.

The Public Service Awards were launched as a result of the deliberations of the 15th session of the Group of Experts on the United Nations Programme in Public Administration and Finance. During that session, the Expert Group recommended that an annual event be organized to recognize and encourage excellence in public administration by UNDESA - through its Division for Public Economics and Public Administration (now Division for Public Administration and Development Management).

The United Nations Public Service Awards Programme (UNPSA) recognizes institutional efforts to design, provide, and expand services to citizen in a cost effective manner while promoting people's participation in the design of services and the definition of their needs for poverty alleviation and as a step forward to achieving the Millennium Development Goals. Equally important, it serves to enhance the visibility and motivation of public servants around the world.

This year's selection process for the Awards brought in 152 nominations from around the world. A total of eleven nominees doing innovative work were selected from eleven countries – Canada (The Domestic Violence Front-End Project, The Provincial Court of Manitoba), India (Online Delivery of Land Records, Government of Karnataka, Revenue Department), Brazil (Secretaria de Desenvolvimento Urbano do Estado da Bahia,) UAE (e-Government Municipal Services, Dubai Municipality), Singapore (Integrated Work Permit Online Services, Work Pass Division, Ministry of Manpower), Rwanda (Assessment and Evaluation for Reconciliation, Rwanda National Examination Council), Zambia (Masaiti District Health Management Board), Australia (Business Entry Point, Australian Government Department of Industry, Tourism and Resources), The Netherlands (Rijnland Internet Election System, Rijnland District Water Control Board), Belgium (e-Government Programme of the Belgian Social Security, Crossroads Bank for Social Security) and the Special Award in Innovations went to Korea (The Government Innovation Index (GII), Ministry of Government Administration and Home Affairs).

II. Public Service Awards nominations and award categories

In 2006, the awards were given in three different categories:

Category 1: Improving transparency, accountability and responsiveness in the public service

Category 2: Improving the delivery of services, and

Category 3: Application of Information and Communication Technology (ICT) in Government: e-Government.

Information about the Awards (including eligibility criteria, and methods of nomination) was widely disseminated among all Member States of the United Nations, partner agencies, as well as relevant regional and national institutions. Organizations, such as the International Institute of Administrative Sciences, the American Society for Public Administration, and many others were invited to nominate candidates for the various categories of awards. The Global Online Network on Public Administration and Finance (UNPAN) was a useful medium for transmitting information about the awards to the various stakeholders. Nominations for the awards have come from:

- Governments
- Government departments/agencies
- Universities/national schools/institutes of public administration
- Private-Public partnerships
- Professional associations

(1) Award for Improving Transparency, Accountability, and Responsiveness in the Public Service:

To qualify for an award in this category, a nominee had to demonstrate the capacity to promote:

➢ Equity;
➢ Transparency and accountability; and
➢ Professionalism.

In addition to these criteria the initiative had to:

➢ Represent a "radical departure" in design;
➢ Introduce a substantially new concept, and
➢ Produce qualitative and/or quantitative improvements

(2) Award for Improving the Delivery of Services:

The attributes that were likely to enhance the chances of nominees under this category included those indicating evidence that the nominees consistently took measures to:

➢ Provide high quality service delivery;
➢ Achieve effectiveness;
➢ Achieve efficiency.

As in the first category, the initiative had to:

> Represent a "radical departure" in design;
> Introduce a substantially new concept, and
> Produce qualitative and/or quantitative improvements

(3) Award for Application of Information and Communication Technology (ICT) in Government: e-Government

Awards under this category targeted measures that apply ICT solutions to government operations and processes. Criteria used demonstrated that the innovation implemented by the institution had:

> Enhanced service delivery;
> Re-engineered government operations; and
> Fostered e-Participation (i.e., promoted interaction between public officials and the public).

III.   The 2006 Public Service Awards winners

In response to the call for nominations for the 2006 United Nations Public Service Awards, DPADM received 152 submissions. The evaluation process of this year differed from the previous years in that applicants were requested to fill in a nomination form online with no other supporting documentation. Based on the nomination forms, only the projects/initiatives with potential to win the competition were pre-screened.

In the second stage the pre-selected institutions were contacted to provide detailed supporting documents including two letters of reference and up to five documents (audit reports, annual reports, articles in magazines and newspapers etc.). These documents, together with the nomination forms, constituted the basis for short-listing 42 projects which were presented to the United Nations Committee of Experts in Public Administration for final evaluation. During the pre-evaluation process, undertaken by the DPADM staff, nominations from private entities as well as redundant files were eliminated.

Upon completion of the pre-selection process, a short list of 42 most deserving nominations was submitted to the Selection Committee who then designated 11 winners. Due care was taken to ensure fairness and to account for the economic and social conditions of each country and/or region. The 11 recipients indeed exemplify the best practices in public administration. It is expected that the dissemination of information regarding the achievements of the 2006 Awards' winners will be shared with comparable bodies and institutions in different parts of the globe as models of excellence in public administration. Innovation can be a strong inspiration and motivator for all those who are strenuously working to improve the public sector.

The following list gives details about the Awardees and their respective representatives.

Category 1: Improving transparency, accountability, and responsiveness in the Public Service

AFRICA

Rwanda National Examination Council for "Assessment and Evaluation for Reconciliation"	**Mr. John Rutaisire** Executive Secretary Rwanda National Examination Council P.O Box 3817 Kigali, Rwanda Telephone: +250 08304818/586871 Fax: +250 586871 E-mail: rutaisirejg@yahoo.com

ASIA AND THE PACIFIC

Special Award in Innovation: Ministry of Government Administration and Home Affairs for "The Government Innovation Index (GII)"	**Dr. Yoon Jong In** Deputy Head, Headquarters for Government Innovation (110-760) #1111, Government Complex 77-6 Sejongro, Jongnogu Seoul, Republic of Korea Telephone: 82-2-2100-3433 Fax: 82-2-2100-4192 E-mail: y1101n@mogaha.go.kr
Work Pass Division, Ministry of Manpower for "Integrated Work Permit Online Services"	**Mrs. Wee Siew Kuan** Deputy Director, Information Technology & Project Management 16 Havelock Road Singapore 059764, Singapore Tel: +65-6317 1939 E-mail: Wee_Siew_Kuan@mom.gov.sg

EUROPE AND NORTH AMERICA

Rijnland District Water Control Board for "Rijnland Internet Election System"	**Mr. Gerard Doornbos** Chairman of the Rijnland District Water Control Board Hoogheemraadschap van Rijnland P.O Box 156 2300 AD Leiden, The Netherlands Telephone: +31 71 3063100 Fax: +31 71 5123916 E-mail: Gerard.doornbos@rijnland.net

Category 2: Improving the Delivery of services

AFRICA

Masiti District Health Management Board

Mr. Benard Maswana
Director
P.O. Box 42
Masaiti, Copperbelt Province, Zambia
Telephone: +260 2-760042
Fax: +260 2-512900
E-mail: malumokate@yahoo.com

ASIA AND THE PACIFIC

Karnataka Revenue Department for "Online Delivery of Land Records"

Mrs. Malati Das
Additional Chief Secretary of the State Government
#107, 1st floor, M.S.Building,
560001 Bangalore, Karnataka, India
Fax: 91-80-22259109
E-mail: acs@karnataka.gov.in

EUROPE AND NORTH AMERICA

The Provincial Court of Manitoba for "The Domestic Violence Front-End Project"

The Honorable Raymond E. Wyant
Chief Judge
510 - 405 Broadway Avenue
R3C 3L6 Winnipeg, Manitoba
Canada
Telephone: 204-945-8657
Fax: 204-945-0552
E-mail: rwyant@gov.mb.ca

LATIN AMERICA

Secretaria de Desenvolvimento Urbano do Estado da Bahia for "Implementation of the Self-Sustainable Sanitation Systems Programme"

Mr. Roberto Moussallem de Andrade
Secretário de Desarrollo Urbano
Av. Tancredo Neves, 450
Caminho das Árvores
41820-020 Salvador de Bahía, Brasil
Telephone: +55 (71) 3116 5700
Fax: +55 (71) 3116 5705
E-mail: gabinete@sedur.ba.gov.br

Category 3: Application of Information and Communication Technology (ICT) in Government: e-Government

ASIA AND THE PACIFIC	
Australian Government Department of Industry, Tourism and Resources for "Business Entry Point"	**Mr. Mike Sibly** Manager business.gov.au Level 13/20 Allara Street 2601 Canberra, Australia Telephone: +61 2 6276 1398 Fax: +61 2 6276 1394 E-mail: mike.sibly@industry.gov.au

EUROPE AND NORTH AMERICA	
Crossroads Bank for Social Security for "Government Program of the Belgian Social Security"	Mr. Frank Robben General Manager Chaussée Saint-Pierre 375 1040 Bruxelles, Belgium Telephone: ++ 32 2 74 18 402 Fax: ++ 32 2 74 18 300 E-mail: frank.robben@ksz-bcss.fgov.be

WESTERN ASIA	
Dubai Municipality for "e-Government Municipal Services"	**Mr. Hussain Nasser Lootah** Director General P.O. Box 67 Dubai, United Arab Emirates E-mail: hnlootah@dm.gov.ae

IV.   Summary of the 2006 Awards Ceremony

The Fourth Public Service Awards Ceremony, as mentioned above, took place at United Nations Headquarters on Thursday 23 June 2006, chaired by Mr. Guido Bertucci, Director, Division for Public Administration and Development Management, United Nations Department of Economic and Social Affairs.

The opening address was delivered by **His Excellency Mr. Jan Eliasson**, President of the 60th Session of the General Assembly. He welcomed the winners and the participants who were joining the UN Public Service Day celebrations from all over the world through video conferencing. He congratulated the winners on their important achievements. He noted that their presence at the Awards testified to the seriousness of the efforts that they and their organizations had made to respond to the expectations of the people.

Mr. Eliasson highlighted the role of the United Nations in a world facing global problems like poverty, communicable diseases, acts of terrorism, and proliferation of weapons of mass destruction. He stressed that these challenges call for greater international cooperation to make the United Nations a stronger and more effective actor on the world scene. He further stated that strengthening the multilateral system is not enough as the borderline between what is national and international is fluid and thus emphasized the critical importance of revitalizing public administration systems worldwide. He lauded the role played by the United Nation Public Service Awards in galvanizing the interest of public officials and institutions across the globe and in inspiring them to invest time and efforts in innovations. Furthermore, he reminded us that public institutions must always serve the people by solving real problems and making a difference.

Highlighting the key role of innovations in promoting good governance, he urged public servants to keep on modernizing in their field. He also highlighted the crucial role of public private partnerships in promoting public service delivery and welcomed the representative of H.E. Mr Mohamed Bib Issa Al Jaber who has been active in this field.

Mr. Eliasson, in his concluding remarks, stated that it was incumbent on the United Nations System, the Member States and civil society institutions to work together to revitalize and reform public administration systems worldwide and pointed out that it is in this context that the UN Public Service Awards bear great relevance.

Mr. José Antonio Ocampo, Under-Secretary-General for Economic and Social Affairs, in his address, recalled that the UN Public Service Day and the Awards Ceremony are part of the United Nations broader campaign to help governments and their peoples to achieve their development goals. He underscored that the UN Public Service Awards is an important activity to promote the development agenda set out by Member States at the 2005 World Summit and at other UN global conferences, including the Millennium Declaration.

Mr. Ocampo stressed that innovations and successful practices in governance and public administration show that many governments are striving to implement the UN development agenda, which can only be pursued within a context of integrity, accountability and professionalism in the public sector and of strengthened participatory governance. The idea behind the UN Public Service Day and Awards, Mr. Ocampo said, is "to discover, digest and disseminate the knowledge behind successful initiatives rewarded, to extend its application and multiply its positive impact, particularly in post-conflict countries". In his concluding remarks, he expressed his congratulations and support to all the awardees and encouraged them to continue their good work and to foster an environment that encourages innovation in all public sector institutions.

The statements of the President of the General Assembly and the UN Under-Secretary-General were followed by testimonials of high level government officials from around the world who, through video-conference, highlighted the importance of celebrating the UN Public Service Day. Speeches and messages were web cast from H.E. Mr. Sali Berisha, Prime Minister, Albania; H.E. Dr. Manmohan Singh, Prime Minister, India; H.E.

Ms. Geraldine Fraser-Moleketi, Minister of Public Service and Administration, South Africa; H.E. Mr. Zouhaier M'dhaffar, Minister Delegate to the Prime Minister, Tunisia; and H.E. Mr. Luigi Nicolais, Minister of Public Administration and Innovation, Italy.

H. E. Mr. Sali Berisha, Prime Minister of Albania, highlighted, in his video conference, the role of professionalism, accountability and political independence in public administration. He also provided an overview of the achievements of his government and in particular of how it has succeeded in the elimination of criminal organizations, especially those involved in drug and human trafficking.

He stated that the quest of his government is how to build greater confidence in its capacity to deliver on promises made to the people. He mentioned that higher standards of accountability and greater public participation in public administration have increased by providing greater and more transparent access to data. ICT has been used to create both greater efficiency and transparency. He also stressed that governments need to build citizen centered services and concluded his statement by congratulating the winners of the United Nations Public Service Awards 2006.

In his video message, **H.E. Dr. Manmohan Singh**, the Prime Minister of India, emphasized that governments today should be facilitators. He pointed out that the role of the government is "nothing more than helping the people help themselves", i.e., governments need to create spaces for people to progress. It is essential within this framework that governments operate in a transparent manner. He also stated that free citizens should not live in fear of arbitrary governments and decisions should be taken democratically. He expressed the hope that celebrating the Public Service Day will help focus on increasing public efficiency.

Her Excellency Ms. Fraser-Moleketi, in her video conference from South Africa, highlighted the role of the government as capacity builder at both the individual and organizational level. She stressed the importance of the ethical concept of public administration and of civic education in improving the quality and access to public administration. Within this context, she underlined that combating corruption is a key ingredient of good governance and that this is a big challenge in Africa. Moreover, she noted that more than ever before there is a need to transform public institutions into learning organizations. Finally, she congratulated the winners on their success and expressed the hope of deepening dialogue all over the globe.

H.E. Mr. Zouhaier M'dhaffar, Minister Delegate to the Prime Minister of Tunisia, indicated that the public service requires technological renewal for its modernization, as well as qualitative and quantitative improvements. The President's commitment to better administration has led to the establishment of a wide programme to ensure full access, proximity and transparency in the public service. Within this framework, actions have been undertaken to extend opening hours of public offices, to develop proximity centers for a better service delivery to citizens, and to reduce delays in administrative transactions.

He recalled that an efficient, accessible and transparent public service is the key to a sound and sustainable development, and a prerequisite for good governance. These changes, however, command to modify existing behaviors and culture. He highlighted the role of human resources management to improve the public service, stressing the need for more turnovers and an adhesion to public service values, as well as involvement of all stakeholders. He underscored that the UN Public Service Awards and the other activities of DPADM on innovation in governance offer countries around the world the opportunity to learn from each other and exchange knowledge on successful experiences. He concluded by inviting DPADM to organize thematic seminars on innovation in public administration.

In his opening remarks **H.E. Mr. Lee Yong Sup**, Minister of Government Administration and Home Affairs, Republic of Korea, thanked DPADM for encouraging the improvement of public administration and recalled that the designation of 23 June as Public Service Day has played a major role in raising awareness of public administration around the world. He noted that we are witnessing today a paradigm shift from an industrial to a knowledge-based society, and from a closed to an open economy. The values and systems of the past are no longer valid in today's rapidly changing society and innovation in governance has now become an essential strategy for survival for both developed and developing countries alike. He further noted that the Korean government is taking this challenge very seriously by making innovation its greatest priority. Through innovation, the Korean government seeks to realize its vision of a "transparent and effective" government. Korea's achievements in E-government have played an essential role in successfully implementing innovation in governance by increasing administrative efficiency, citizens' convenience, and government transparency. He concluded by expressing gratitude on behalf of the Korean Government to the UN for providing the opportunity to contribute to "innovating global governance and public administration" and congratulating the winners.

H.E. Mr. Luigi Nicolais, Minister of Public Administration, Reform and Innovation in Italy, noted that Public Service Day is an occasion for politicians and senior civil servants from around the world to exchange views on the role of governance and public administration in achieving the Millennium Development Goals. He further pointed out that a modern and efficient public administration is the key factor for good governance. He underscored that professional and well skilled civil servants capable of offering high quality services to citizens and businesses, and benefiting from the opportunities of the Information and Communication Technologies, play a crucial role in sustainable development and economic and social growth.

He noted that strengthening good governance and enhancing civil servants' performance is to key to democracy. He further highlighted the main areas of reform in Italy, i.e., improving the quality of public services, e-government, improving the quality of regulation, and competent management and administration of human resources.

He stressed that the Italian Government supports and works in partnership with the United Nations Department of Economic and Social Development, and recalled, among

others, the organization in Italy of the Third Global Forum on Reinventing Government and the Conference held in Palermo on the theme of e-government. To conclude, he congratulated the winners and stated that the UN Public Service Awards are highly valuable as they allow for the creation and development of a worldwide network of innovators.

In the special address he delivered **on behalf of H. E. Mr. Mohamed Bin Issa Al Jaber**, **Mr. John Paris** recalled the role of MBI Foundation in education, especially its scholarship programme for Middle-Eastern students. He stressed the paramount importance of good governance in an increasingly complex decision making environment and stated that investment in human resources is crucial in this regard as civil servants must be able to carry out their roles effectively and efficiently.

He also added that developing countries need investment in appropriate infrastructure and information technology to improve the delivery of services to the public, to set up safeguards against corruption and ensure development. Within this context, he stressed that assistance from international organizations and donors is crucial to support the public service, as well as public-private partnership. Mr. Paris recalled that the private sector can provide additional resources to national and local governments; can increase capacities; and share its business expertise with government organizations to promote better governance. Mr. Paris highlighted that MBI has been providing for many years education for young people through his charitable foundation and his personal philanthropy. MBI alumni are now serving their country to help it change for the better. MBI also understands the need for capacity building development for a more efficient government and has promoted in this respect programmes to promote e-government, e-knowledge and e-education. Mr. Paris underscored that the Rule of law, respect of human rights, and transparent decision making are essential for citizens to build their own future.

He also announced the launch of a partnership with DPADM in the area of managing knowledge in government in the Middle-East and North-Africa, and promised to support and participate in the seventh Global Forum on the theme "Building trust in government" to be held in Vienna in June 2007. In his concluding remarks, he pointed out that people need to have confidence in their government in order to achieve security and basic standards of human rights.

V.   Summary of Presentations and Discussions during the Technical Seminar on Innovation in the Delivery of Public Services

In the afternoon of 23 June 2006, the 2006 UN Public Service Awards' winners were invited to make a presentation on their achievements and to share with other government officials, experts and United Nations officials their direct experience in promoting excellence in public administration. A summary of their presentations and discussions is hereafter given.

Category 1: *Improving transparency, accountability and responsiveness in the public service*

1. The Ministry of Government Administration and Home Affairs – Republic of Korea

Developing diagnostic tool to measure the level of innovation in the public sector

The Challenge: Innovation must be oriented to achieving measurable progress. Without a well-planned and managed approach, the routine of day-today operations takes over. One response to this may be developing benchmarks against which to judge the success of innovation efforts. The Ministry of Government Administration and Home Affairs (MOGAHA) realized it was necessary to develop a tool that comprehensively measures and diagnoses innovation capabilities and the overall progress of innovation for individual agencies.

The Solution: The Government Innovation Index (GII), developed MOGAHA, is a tool to measure the level of innovation achieved in the public sector. The GII is a compound index consisted of various elements that ascertain efforts for innovation and results by scientifically diagnosing numerous signs and evidence apparent in an organization undergoing innovation. The core components of the GII include "Foundation Readiness for Innovation", "Level of Active Innovation" and "Innovation Results." Each institution can use the web-based system to measure and diagnose their level of innovation in various standpoints. The web-based system is easy to use, enables the accumulation of data and is a superior method advantageous for statistical analysis.
The basic concept for the GII emerged in 2004 in response to a continuous demand, and in the first half of 2005, it was developed in earnest. A total of 496 public institutions, including the central government, local government agencies, local office of education, took part in the voluntary diagnosis to measure their innovation level. The first round of diagnosis resulted in comprehensive information on the level of innovation for each respective agency and the weakness in carrying out the innovation effort. It also provided statistical, narrative explanation on the innovation level according to specific areas and the innovation level in comparison to similar agencies. Furthermore, it helped the MOGAHA, an innovation-managing agency, to establish appropriate innovation strategies by understanding the public sector's overall innovation level and traits of the innovation efforts.

The GII is continuously improving its model and working hard to enhance users' convenience. By conducting a comparison with such other subjects as private companies, Asian countries and other countries, the future innovation index may be utilized to identify the characteristics and level of innovation not only between the public and private sector, but also between countries.

2. The Rwanda National Examinations Council (RNEC) – Rwanda

Promoting transparency and public accountability to bring justice and equity to all citizens of Rwanda

The Challenge: The Rwandan education system was riddled with corruption and discrimination based on religion, ethnicity, nepotism, and regionalism. Depending on the family's status, their ethnicity, and religion, some children could not even attend secondary school. Even though they were accepted for school, they were sent to the worst schools located far from their houses. The Rwandan genocide of 1994 was said to be a direct result of the failure to manage equity issues. The government of Rwanda faced the challenge to reduce injustice and corruption in the public service system, and bring equity to the community. The mission for the Rwandan government was to examine what could and should have been changed in the education system in the community.

The Solution: Before 1994, the primary school results and records had never been disclosed. According to Cooksey (1992), 85% of the entrants were selected based on their ethic and regional quotas, 10% were selected by churches, and 5% were selected by the Minister of Education. Ethic quotas were allocated based on a national population of 90% Hutu, 9% Tutsi, and only 1% Twa. There was no integration of ethical values in the education system. Since 1995, several meetings had been held to discuss changes and needs for the Rwandan community. In May 1996, the conference was held to harmonize national curricula, and to draft the structure of the new national examinations system. In a 1998, the cabinet set up the Rwanda National Examinations Council (RNEC) as a special national commission to resolve issues related to test development, administration of examination. The priorities and purpose of the RNEC has been to ensure that individual candidates are given the rights to select schools or institutions that have appropriate standard of learning systems. The RNEC is mandated by law to respond to public concerns and queries in an appropriate manner. By disclosing the information to the public, stakeholders gain satisfaction and acknowledge the RNEC's accountability.

In addition, the RNEC has a resident auditor who inspects whether the Council's activities are as planned, and are within the budget. The RNEC has been collaborating with the National Unity and Reconciliation Commission (NURC) that was established after the Rwandan genocide of 1994 to promote national unity and reconciliation among all Rwandans in order to improve equity, transparency, and accountability of the systems.

As a result, since its establishment, the RNEC has been improving transparency, accountability, and responsiveness in the Rwanda public service. For the first time in Rwandan educational history, school records, and examination results have become available to the public as a sign of equity, and transparency. By doing so, parents, students and the community acknowledge their individual rights and equal treatments within the system. Also, the RNEC has been putting efforts to fill the gap between rich and poor, and urban and rural. This opportunity became more beneficial especially to children who lost their parents from the genocide of 1994, orphans, and children from poor families. The seat for examination has become open for everyone, and has resulted

in equity for all. Moreover, since the establishment of the RNEC, many Rwandans have completed their secondary education, and pursued higher education; thus it is contributing to the ministry of education's policy (education for all).

3. Work Pass Division, Ministry of Manpower (MOM) – Singapore

Using new technology to enhance the overall business environment

The Challenge: Increasing globalization in the marketplace in Singapore requires more comprehensive systems to process foreign workers' immigration statuses. The number of foreign workers in Singapore is increasing and it has become crucial for employers to submit all the required documents for their workers in a timely manner. The challenge of Singapore was how to process in a prompt manner all the requests for workers' permits.

The Solution: In October 2004, the Singapore Ministry of Manpower (MOM) introduced the Work Permit Online (WPOL) system that allows the business community to apply for work permits (WP) of their foreign workers and gives result of the application within a day. This system allows employers to perform all the necessary work for their foreign workers online, and abolished the requirement to go through over-the-counter transactions.

The WPOL allows all the employers to submit renewal or cancellation of work permits for their foreign workers through internet and the procedure can be done by the next working day which is the desirable world standard. According to the manager director of the Nation Employment Pte Ltd that participated in the trial run for the WPOL system in August 2005, the online cancellation was very instantaneous, and they could print out the special social visit pass within 10 minutes. Also, they could even pay overstay fine with credit card payment through the WPOL system. They indicated that the system required a minimum adequate knowledge and supervision for use. The WPOL system also allows employers to check their foreign worker quota entitlements, and gives employers the reason of rejection of applications.

The WPOL system also works with other government agencies' systems to deliver efficient public services to the community. The WPOL supports these government agencies to run their systems faster and more efficiently than ever. The WPOL system's support for government agencies are included as follows: the Immigration and Customs Authority (ICA) to coordinate and manage the inbound and outbound movements of foreign workers; the Central Provident Fund (CPF) to automate the payment of the foreign workers levy; the Inland Revenue Authority of Singapore (IRAS) to verify an individual's financial capability to support a Foreign Domestic worker; and the Accounting and Corporate Regulatory Authority (ACRA) to integrate companies and business owners information.

According to the results of Customer Perception Survey for the period of December 4 to January 5, 16.2% of people were "very satisfied," 61.1% of people were "satisfied," and

17.9% of people were "slightly satisfied" with the Work Permit Online (WPOL) System that allows the completion of the process by the next working day.

As a result, the MOM has been one of the leading government agencies to increase efficiency and effectiveness in their systems, and brought great benefits to both business communities and government agencies in Singapore.

Since the establishment of the WPOL system, on a regular basis, the MOM has conducted feedback sessions with employers and employment agencies for the purpose of better understanding business requirements and gathering ground feedback on how the system can be further improved. According to the usability survey that was conducted recently, 90% of respondents found that the WPOL system was easy to use. From September 2004 to December 2005, 93% of total application transactions was made through the WPOL system, from January 2005 to December 2005 96% of total issuance transaction, 83% of renewal transaction, and 89% of cancellation transaction was made through the WPOL system.

The WPOL system is a tangible effort of the Singapore Government to enhance the comprehensive business community. Before the installation of the WPOL, employers used to wait up to 7 days before getting results of their application of WP for their foreign workers. Also, employers had to go to MOM to submit their work permit application, renewal application, issueance application and work permit cancellation requests in person. Now, renewal and issuance processing through the WPOL can be completed within a day, and cancellations processes can be done within one hour of submission.

The WPOL has shortened the processing time of work permit applications and lowered volume of paper work, resulting in higher level of productivity and increased user satisfaction.

4. Hoogheemraadschap van Rijnland – The Netherlands

Enlarging and deepening democracy by enabling all to participate in free, transparent elections by installing the Rijnland Internet Election (RIES)

The challenge: In the Netherlands, public authorities have been trying to organize efficient election systems within tight budget allowances. In order to reduce the cost of elections and allow as many voters as possible to participate in the election, the Hoogheemraadschap van Rijnland established the Rijnland Internet Election System (RIES) in the fall of 2004.

The solution: RIES is designed to allow all the eligible voters to cast vote without changing their current internet systems. RIES does not require voters to install new hard/ software or to have special equipments to cast vote through RIES. Rather, it is designed in a user friendly manner enabling it to be accessible by everyone, even those with the little computer knowledge and skills. RIES was established because it is cost effective

and it allows to gain flexibility in voters' participation, as well as to improve high participation rates in elections. The Public Water Board Elections have been the largest formal internet elections in the world so far.

There are many risks involved in establishing the internet election method such as infection to computer viruses, complication of its utility, and confidentiality of voters' personal information. Questions and concerns have been raised when installing this new voting technological system: trustworthiness, confidentiality, and access to a large percent of the population. Also, the new voting system has to meet fundamental requirements of democratic elections: no person should be allowed to vote more than once; the vote should be confidential; each correctly cast vote should be counted; and the voters should be able to trust that their vote is counted.

Public authorities were confronted with the challenge of solving problems that might surface as a result of the installation of RIES, i.e., how to install this complicated internet election system for all eligible voters without interfering in their right to vote, how all citizens could participate in the voting system flawlessly, and how to offer people who were unable to participate in this system, an alternate election method.

The RIES project was successful in meeting its goals. First of all, it is not a mandatory method of voting for citizens; therefore, eligible voters should be able to choose their voting methods either by mail or internet. It also gives benefit to handicapped people and allows them to cast their votes from anywhere without getting any additional help. One of the special features of RIES is that it is transparent: voters are able to check how their votes are processed; voters can verify the tally process; and non- eligible voters can also check the updated results.

RIES has proven its utility satisfactorily. In 2004, Burger@Overheid.nl (e-Citizen Program) conducted a survey regarding the participants' reaction to e-voting system. The outcome of the survey after the voter's experienced e-voting system was that 79% of participants preferred to cast votes through internet, while 9%of voters still preferred the ballot box voting system. One of the major factors contributing towards the success of RIES was the multidisciplinary nature of the team who were not only extremely dedicated, possessed the right legal and technical expertise but also were flexible and open to new ideas.

The internet election system RIES allowed more than 99% of all voters to use the system without any change to their existing PC and internet environment. Any other formal government election can adapt RIES with little cost and little change, it is beneficial for both the voters and the government officials as it enables citizens to become a participant in policy-making and aids the government to deliver in a cost-effective, responsive, and transparent manner.

Category 2: Improving the delivery of services

1. Secretaria de Desenvolvimento Urbano do Estado da Bahia – Brazil

Bringing efficient water supply to the community of Bahia

The Challenge: The majority population in Bahia consists of the low income households. Therefore, government's investment to service delivery has a significant influence on people's standard of living. Especially in the semi-arid region of the State of Bahia where rains are scarce, streams run temporarily dry and artesian wells are little productive; thus, water supply is a significant and necessity for the community. However, the local government that maintains water supply systems is less likely to be feasible due to high cost of operation and maintenance costs. Since 90% of the communities considered that the quality of water supply is sufficient, the simplification of water supply system benefits all citizens of Bahia. The government of Bahia challenge was to improve water supply system to enhance quality of services to people in Bahia.

The Solution: The Government of Bahia started the Self-Sustainable Systems Program to alleviate community's concerns and problems. According to the study of Praxis Consultoria e Projetos S/C Ltda, 30% of communities within the study indicated that there were public reservoirs near by, out of which 17.8% run dry yearly while 82.2% are perennial.

The operation and maintenance of water supply and sewage systems was undertaken by the State of Bahia under the initiative of the Urban Development Secretariat (SEDUR) and the Water Resources Directorate (SRH). The project is sponsored by the Government of the Federative Republic of Germany through a loan agreement with Kreditanstalt Für Wiederaufbau – KfW Bank. In 1995, during the installation of system, in the communities surrounding the Municipalities of Jacobina and Seabra in Bahia, two maintenance facilities were established by an organization called "Central," a civil society organization formed by representatives of water users association of each community affiliated. The Central conducts the duties of organizing people to become knowledgeable to the system such as training for the operation and maintenance of the system and educating sanitary matters such as the possibility of spread of water-transmitted diseases. In order to improve the water supply and sanitary sewerage systems, the government also requires community's participation to manage and maintain the installation of systems. The contract of the project with the German Bank (KfW) was made in 1983; however, the operation of installation started in 1992. The total investment was R$19.1 million, allocated between the KFW (R$11.7 million), and the State Government (R$ 7.4 million).

As a result, since the installation started, one hundred and eighty two simplified and conventional water supply systems with distribution networks were installed. Also, the new project improved the condition of 12,704 hygienic privies. This achievement benefited 76 thousand people in 15 thousand families. After ten years of operation, these communities of Bahia have been showing stable economic and financial situations.

In addition, after the first installation of the project, a new contract was made with the KfW Bank that contributed additional R2.2 million for training and capacity building of technicians. The State of Bahia invested the total amount of R$700 thousand to the project.

2. The Provincial Court of Manitoba – Canada

Bringing justice to all citizens in an appropriate timely manner

The Challenge: It is always said that justice delay is justice denied. In 2002, in Manitoba, the Provincial Court System took an average 19 months from the time an accused person made a first court appearance until the date of the trial when the allegation involved domestic violence. Therefore, by 2003, there were huge backlogs of people waiting for court or bail appearance in the city of Winnipeg, the Province of Manitoba. The criminal justice of the Provincial Court System was ineffective, costly and overburdened. When the prosecution waits longer, the citizens have to shoulder heavier burden of taxation. Also, the delay of justice may benefit the accused person because memories of witnesses and their interest in seeing justice will fade away with time. The Provincial Court of Manitoba faced the challenge of innovating its systems in order to improve the quality of service delivery and increase efficiency.

The Solution: In 1993, the Winnipeg Police Service implemented a mandatory arrest order in the cases of domestic violence as a result of the policy which aimed at ending violence against women and others who found themselves in an abusive relationship. Therefore, the number of domestic violence cases in the Provincial Court dramatically increased, and the delay of these cases become significantly obvious problems. In 2003, the Chief Judge of the Provincial Court implemented the Domestic Violence Front End Project. The Chief Judge formed the consultation committee that crosses organizational borders to determine how the system could be run more efficiently and more effectively. The consultation committees that involved the project were followings: the judiciary, Crown, legal aid, defense bar, senior court personnel, victim services and the Winnipeg Police Services. This innovative project promotes public understanding of the system, reduces the number of court appearances and has reduced the time to deal with the charges. The first phase of the project focused on accused persons being held in custody on domestic violence charges. By March 2004, the project expanded to include accused persons who were out of custody.

Before the implementation of the project, files were transferred from one Crown attorney to another Crown attorney, and since there was no ownership of files, defense counsel was unable to know whom to discuss with regarding cases in advance of court date. This was ineffective process and wasted countless hours. Crown attorney (crown prosecutor) is the one who represents the Crown and act as prosecutor in proceeding under the Canadian Criminal Code and other federal offences. Criminal law is under federal jurisdiction in Canada; although, the administration of justice is constitutionally the

responsibility of each provinces. Therefore, the vast majority of Crown Attorneys are employed by Canada's ten provinces.

As a result, the number of charges appearing in the front end courts has been cut in half even though the number of cases occurred has remained constant. In February 2004, there were 2,861 charges appearing in the domestic violence out of custody courts, and by the following year, that number was reduced to 1,263. Also, the time from first appearance to trial was reduced within one year to an average 14 months from 19 months. The average trial delay for an accused person who is out of custody has been reduced to 11 months from 22 months. On average, an accused person in custody goes to trial 6 to 8 weeks earlier. Overtime costs for transporting accused persons in custody were reduced by $158,000 during 2004 to 2005 fiscal year.

The project has also provided counseling at early stages in the prosecution to the accused people with domestic violence assaults in order to prevent further occurrences. In the meantime, the project ensures early contact between the prosecutor and the victim by the assignment of one Crown attorney.

The Front End Project has brought significant changes into the criminal justice system in the city of Winnipeg, the province of the Manitoba. The innovation has been successful and has been beneficial to both the government officials and the community.

3. Government of Karnataka, Revenue Department – India

Improving transparency and service delivery through e-Government by serving citizens on a "first-come-first-served" basis

The Challenge: Karnataka is the eight-largest state by area, and the ninth-largest by population in India. In Karnataka's capital city, Bangalore, two-thirds of population of 53 million people lives in rural area. In the last 15 years, rural literacy rates have increased; however, there are still many people are suffering from lack of electricity, and distant from services. The government of Karnataka faced the challenge of installing new technology to improve its transparency and service delivery system, and benefit all citizens in Karnataka.

The Solution: The government of Karnataka implemented a project, known as Bhoomi (meaning land in Hindi), for efficient online service delivery and accessible information for all citizens. Before the installation of Bhoomi, 20 million records were maintained by approximately 9,000 village accountants, and it had become hard to administer by senior officials in the revenue apartment. The primary objectives of the Bhoomi were to improve the quality of service delivery to the citizens, to ease the record administration, and to ensure self-sustainability of the project. Since a land record is an instrument of social justice, and is extremely important for citizens. There are two types of records that administers maintain: the first record, which is the record of Rights, Tenancy and Crops (RTC) is used for various purpose such as for obtaining crop loans, hypothecation of

land, government concession, and subsidies; and the second record, village maps which reflected the boundaries of land parcels.

In 1999, the Indian government planned a program to computerize the land records across the country. The purpose of this project was to improve transparency of the record administration, protect the records from manipulations, and increase the usefulness of data in the records. By doing so, the district administration would be able to use the records for complex planning and development activities. Also, the Indian government believed that mandating to disclose the information to the public and improving transparency would reduce corruption and wrongdoings at the lower level of government officials. Between 2001 and 2002, the state of Karnataka finally implemented the project.

The installation of the project Bhoomi was a great success and it has been proven its utility and efficiency. By March 2002, all 177 Bhoomi centers became operational and citizens were able to check their land record data. Thus, citizens enjoy fair "first-come-first-served" treatment by the e-government.

4. Masaiti District Health Management Board – Zambia

Improving the public service delivery capacity and bringing better healthcare and Medicare to the community of Zambia through collaborative partnerships

The Challenge: HIV/AIDS has become one of the fastest growing killers in Zambia. HIV/AIDS takes away people's health, affecting their ability to work and maintain a decent standard of life. In 2000, UNAIDS stated that "sub-Saharan Africa has just over 10% of the world's population, but is home to more than 60% of all people living with HIV." Also, HIV/AIDS accounts for the major cause of premature death in sub-Saharan Africa. The Government of the Republic of Zambia is faced with the enormous challenge to combat the health crisis in the community by improving service delivery to all citizens.

The Solution: The primary objectives of Masaiti District Health Management Board (MDHMB) are to reduce the maternal mortality and infant mortality, and to reduce the high incidences of malaria, HIV/AIDS and Tuberculosis. This is also a reflection in the United Nations Millennium Development Goals. In 1997, the Masaiti District Health Management Board was appointed by the Minister of Health to oversee the provision of health services after the enactment of the National Health Services Act of 1995.

In order to improve public service delivery system and enhance its quality, the Board built partnerships with other professional associations, collaborated with many organizations and enlisted support from the community.

The MDHMB's partners are as follows.

The Public Service Capacity Building Program (PSCAP) and the Public Service Reform Program (PSRP) are the initiatives of the Government of the Republic of Zambia (GRZ)

targeted to transform the public service into an effective and efficient institution to deliver quality services to the community of Zambia. The objectives of the programs were to improve Government capacity to formulate, implement and analyze national policies for social and economic development, enhance ministerial capacities to effectively manage public expenditure and meet fiscal stabilization objective, and make the public service more efficient and responsive to the needs of the country's population. The MDHMB and Planned Parenthood Association of Zambia (PPAZ) have been working together in the area of providing quality health services to the Masaiti community. The PPAZ has been in collaboration with stakeholders such as the Japanese Organization for International Cooperation in Family Planning (JOICFP), the Zambia Flying Doctor Services, the National Food and Nutrition Commission, the Tropical Disease Research Center, the University of Zambia, and the Ministry of Health to implement the integrated family planning, nutrition and parasite control project.

As a result, significant improvements took place resulting in the reduction of maternal mortality from 660 per 100,000 to 330 per 100,000, and the reduction of infant mortality from 54% to 84%. As for health performance improvements are: the TB cure rate has increased from 63% to 74%; family planning new acceptors rate has increased from 46/1000 to 129.7/1000; and the antenatal coverage is from 50% in 2000 to 84% in 2005. Increasing the number of professional staff was also a contributing factor in the success of the project.

Category 3: <u>Application of Information and Communication Technology (ICT) in Governments: e-Government</u>

1. Australian Government Department of Industry, Tourism and Resources – Australia

Improving service quality for the business community by increasing access to information

The challenge: Unlike private sectors and non-profit organizations, the government information is likely to lack of its transparency, and it is hard for community to access its services and resources to learn about government agencies they interact with. The main reason for this is that governments are extremely cautions about installing the new technology to their systems. They have to wait until its practicality, accuracy and security are proven. The question is that how long do they have to wait? When is the time for them to utilize the new technology to their systems? It is a significant improvement for government to provide online information resources to their stakeholders and business communities. Its utility has been challenged.

The solution: In late 2003, the Australian Government Department of Industry improved its transparency by developing the Business Entry Point (BEP) Transaction Manager (www.business.gov.au) to allow business communities and stakeholders to deal with government easier, cheaper, and faster than ever. By using the BEP Transaction Manager,

businesses can manage, find, and complete government forms, and access more than 5,500 transactions in federal, state, and local governments through on-line. Transaction Manager successfully brought together approximately 5900 forms from federal, state, and local governments for community to fill out online. The 2004 review indicated that since the installation of BEP, the total value of time and cost savings were approximately $50 million a year, which represents fivefold more than current BEP annual investment of around $9 million.

The initiative has been successful, and the Australian government has proved that the installation of the new technology is practical, efficient and accurate. Currently, approximately 120 organizations are representing 180 BEP websites on a daily basis. This exercise provides business communities and stakeholders significant benefits, and supports the service delivery to be efficient and effective.

The highest priority for government is to reduce the regulatory burden on small businesses. BEP would not reduce regulation itself; however, by providing various information and resources online it would allow small businesses to fulfill their compliance obligations much easily and quickly than before. In 2004, the BEP website was reaching to 20% of the small business sector. The vast majorities of those users were in the early stage of businesses and were searching for information for the Australian Business Number (ABN) which is required by all businesses. Also, over 2 million users search for information for the Australian Business Register (ABR) per month. The use of new technology and e-government to deliver has added great value and benefits both the government and business community.

2. Crossroads Bank for Social Security – Belgium

Improving social security benefits with the use of information technology for citizens of Belgium

The Challenge: The organization of Social Security offices in Belgium implemented the e-Government system, and abolished the classical method of social security administration. In order to provide efficient and effective service delivery, the government of Belgium installed the e-government system.

The Solution: Belgian administrations were late actors in the Organization for Economic Cooperation and Development (OECD) and the European Union (EU) agenda of modernizing and reforming. Since 1980s, many of decisions were taken; however, none of them were actually implemented to the systems due to an enormous public debt, and federal competencies to other level of governments. In 1991, the Crossroads Bank for Social Security (CBSS) was created, and aimed to organize information efficiently and transparently. By doing so, it would be able to deliver consolidated statistical information to the politicians and other stakeholders in order to support the social policy.

The primary objectives of the e-government program of the Belgian social sector are to

grant effective and efficient services with a minimum of administrative formalities and costs for all the involved, to improve and reorganize radically the service delivery processes amongst the actors in the social sector, and between those actors on the on hand and the citizens and the employers on the other hand, to promote information security and privacy protection by the actors so that all the involved actors, citizens and employers can have justified confidence in the system, and to deliver consolidated statistical information to the politicians and other stakeholders in order to support the social policy.

The CBSS manages all social security offices that are connected onto the network. All these networks have a legal obligation to make all information available in the secure network from each other based on the TCP/IP protocol. All the social data of citizens and companies are exchanged with unique identification keys that make process much faster, more efficient, and more effective than the classical method. Since 1998, each Belgian citizen has been holding a single identification number on a social identity card (so called SIS). By 2009, all citizens should be holding electronic identity card (EID) which is designed based on SIS. The EID contains private keys and certificates used for electronic authentication and the generation of electronic signature. This national project is initiated by the CBSS, and the Ministry of the Interior and the Federal Ministry for ICT (FEDICT). Also, since 1 January 2003, all companies have been provided a single identification number by the Company Register.

As a result, in 2004, 380 million electronic messages were exchanged by the direct electronic data exchange between the actors in the social sector. It means that citizens and employers do not have to request from one social security office to pass to another social security office. According to the Belgian Federal Planning Bureau, the data exchange processes between the employers and the social security orifices through e-government lead to an annual saving of administrative costs of more than 1 billion euros a year for the employers. The use of technology simplified administrative duties for citizens and companies, increased efficiency of administrative procedures, and protected private information of users.

3. Dubai Municipality – the United Arab Emirates

Improving transparency and service delivery through technology

The Challenge: A majority of this city's revenue are from tourism and the Jabel Ali Free Zone (JAFZ) that offers an economic zone with profitable business and tax incentives to corporations. Therefore, the Dubai Municipality's improvement of service delivery and transparency reflects the growth of Dubai City. The challenge faced by the government was how to develop and improve service delivery to industries and businesses.

The Solution: Dubai City is one of the seven emirates that make up the United Arab Emirates, and is the second largest emirates with the population of approximately 1 million. The Dubai Municipality (DM) was established in 1940s and went into effect in 1965. The implementation of DM started in July 2001, and since the launch of e-services

in October 2001, the Dubai Municipality IT Department has started offering e- services to improve a range of service delivery for the customers and clients. Currently, the Dubai Municipality e-services have over 24,000 registered user organizations and online businesses, and provide 186 transactional and 195 informational services with more than 1.4 million transactions. The e- services cover all aspects of the Dubai Municipality such as Demarcation, Zoning, NOCs, Laboratory, Health and Environment. These services can be provided through mobile phones as well.

The purpose of the Dubai Municipality e-services is to deliver quality of services to the residents, businesses, and government partners and clients. Also it emphasizes reducing internal operational overhead, enhance revenues and promote Dubai's image as a commercial and tourism centre in the Gulf region. The Dubai Municipality also improved assistance services for e-service users. According to ACNielsen's online customer satisfaction study in 2004, 42% of the users were strongly satisfied and 50% of the users were somewhat satisfied with the support facilities that were provided for using e-services. The study of overall evaluation indicated that 40% of the users were "very satisfied" and 50% of the users were "somewhat satisfied" with the e-services of Dubai Municipality. More than 75% of the e- services users commented that e-services of Dubai Municipality meet their requirements. This Customer Satisfaction survey was conducted in order to improve the quality of future e- services and meet the user's demand.

Since Dubai City's major revenue is from tourism and the JAFZ, it is significant for the Dubai Municipality to improve partnerships between government agencies and business communities. The Dubai Municipality has set high standards in achieving goals. In order to achieve a great efficiency and effectiveness for the users, the new objective is to deliver 90% of services through e-services by June 2007. Also, it is important for e-government to monitor transactions over the Internet in order to secure users' information and protect the system from computer viruses.

VI.   Conclusions and recommendations

Mr. John-Mary Kauzya, Chief of the Governance and Public Administration Branch of DPADM/DESA, who chaired the Technical Seminar on innovations, thanked the presenters and opened the floor for discussions. Participants expressed extreme interests in the presentations.

The first technical presentation raised many interesting questions. The discussions mainly dealt with how to increase transparency in government procedures and how to make government proceedings more accountable. The winners in this category explained how they had transformed their services to make them more citizen centered. The case of Netherlands initiated a lively debate on how to maintain security of the e-voting process so as to ensure that the process is not hijacked and subjected to corruption and abuse. The winning delegation answered that the security of the voting process was the highest priority when designing the e-voting system and how safeguards were introduced to

avoid malpractices. Furthermore, they underscored that the conversion to an e-voting system was simply a technological upgrade for the prevalent mailing voting system.

Participants encouraged the United Nations to continue with the initiative of UN Public Service Awards and celebration of Public Service Day. They agreed that highlighting the best experiences in public administration could be a catalyst for change in other public organizations. Moreover, they agreed that a key issue for further debate is how to transfer and sustain these innovative experiences within and across countries. It was recognized that the United Nations should make every effort to disseminate successful practices in government and to assist countries in accessing the information about them, in particular through the UN Portal on pubic administration UNPAN (www.unpan.org) and its various initiatives on innovation in governance.