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# **International Symposium on Excellence in Public Service/ Public Administration**

*Organized by*

**Department of Administrative Reforms & Public Grievances  
(DARPG), Ministry of Personnel, Public Grievances and Pensions,  
Government of India**

*In collaboration with*

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## 1 Introduction

An efficient public administration system is the foundation for a transparent and accountable government and fosters equitable growth. In a world of transitioning democracies and economies, it is imperative that nations share and support each other in building strong public service systems for economic growth, peace and stability.

The Department of Administrative Reforms and Public Grievances (DARPG), Ministry of Personnel, Public Grievances and Pensions, Government of India (GoI) is implementing a project on “Strengthening Public Administration and Governance” with support from United Nations Development Programme (UNDP). In the context of this partnership, DARPG and UNDP aim to create knowledge exchange opportunities to provide access to existing good practices on public administration and governance.

The First International Symposium on Excellence in Public Service/ Public Administration organized by DARPG and UNDP India was held on 7-8 October 2014 in New Delhi at the Taj Hotel, Man Singh Road. The aim of the International Symposium was to showcase global best practices in public administration and public service delivery in order to:

- Foster a spirit of excellence in public administration
- Disseminate and learn from the innovative best practices and extraordinary achievements in improving public administration and governance
- Facilitate replication of high impact initiatives

DARPG and UNDP identified these global best practices largely from the United Nations Public Service Awards (UNPSA) and Commonwealth Association for Public Administration and Management (CAPAM) Awards. The examples of best practices in broader public administration reform (across Departments or whole of government) were identified through UNDP’s research and global knowledge base.

Delegates from 24 countries participated at the Symposium, including: Bahrain, Bangladesh, Bhutan, Brazil, , Canada, Dubai, Ecuador, Ethiopia, Ghana, India, Japan, Korea, Malaysia, Nepal, Peru, Senegal, Singapore, Sri Lanka, Tanzania, Thailand, Trinidad and Tobago, United Kingdom, and Uruguay. Participants from these countries included senior officers/representatives from their respective central, provincial and local governments.<sup>1</sup>

This conference was seen as a knowledge-sharing platform with technical sessions focused on the following themes:

- Global best practices in public administration reform
- Improving the delivery of public services
- Advancing knowledge management in government/promoting whole of government approaches in the information age
- Promoting gender responsive delivery of public services
- Improving transparency, accountability and responsiveness in public service

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<sup>1</sup> For details regarding session themes, panelists, and discussants, refer to the agenda in Annex 1.

These sessions emerged as lively, participative discussions where delegates got an opportunity to look at and learn about unique features of each initiative and explore the possibility of adapting them to their own countries.

Countries presented their best practices following a broad structure to highlight key messages such as:

- What was the initiative and how did it evolve, under which context, what was the need for the reform and/or change in practice, purpose and key objectives of the reform
- Operational aspects of the reform, implementation processes
- Change management processes—stages of reform with particular emphasis on consensus building among different constituencies/stakeholder; political willingness; executive commitment; stakeholder involvement
- Constraints and enabling factors in the reform process/implementation of best practice
- Impact and sustainability of the best practice/reform initiative

## 2 Inaugural Session

Recent global history has been marked by greater political, social, religious, economic and even climatic flux than ever before. Delivering effective, efficient and forward-looking public service in such an unpredictable milieu is a formidable challenge. Simply restating old priorities and mission statements and treading the beaten track is not enough. A new set of competencies is required to deal with the immense challenges and plethora of opportunities simultaneously jostling for policy attention.

Where old lessons and experiences fail to show direction in the face of new and ever transforming challenges, it becomes all the more important to observe and learn from the contemporary and contextual experiments of other nations—not just the ones that worked but also the ones that failed, for there is something to be learnt from each. At the same time just replicating an idea seeded on foreign soil is foolhardy unless the local context, compulsions and realities are fully understood and all scenarios of ‘what could possibly go wrong’ and ‘why it may not work’ have been thoroughly examined.

No reform initiative irrespective of where it was seeded and incubated can bring about lasting impact unless it rests upon the bedrock of 100 per cent stakeholder consensus. When a public administration endeavour sets out to do something new, it has to be preceded by awareness, knowledge dissemination, advocacy, training, persuasion and counselling drive, as applicable to ensure that each and every stakeholder, be it a government functionary or a member of the citizenry is fully ready to take it on. Public engagement and a collaborative approach between the government and civil society are central to the success of any reform initiative.

Extending the same argument further, any exercise in knowledge sharing—be it across government departments or between the government and the corporate sector or the government and the general citizenry—demands that processes be simplified, procedures be less layered and more accessible, and communication be unambiguous, straight forward and bereft of needless ‘officialese’.

Finally, changing times call for an altered managerial perspective. It is important to encourage boundary-spanning skills in personnel so that they become capable of handling responsibility across roles and contribute towards the overall growth of the organisation. Also, lasting change requires sustainable institutions. In this regard, succession planning should be made part of organizational priorities.

## 3 Global Best Practices in Public Administration Reforms

Successful implementation of public administration reforms requires engagement from all levels of management. A responsible administration must focus on transparency, accountability and equity to manage the reform process. Additionally, a well-functioning system would be one that is proactive and not reactive to challenges. The case studies that follow, present global best practices in bringing about public administration reform and ensuring acceptance from all stakeholders.

### **3.1 *Public Services Reform, Canada*<sup>2</sup>**

In 2011–12, the Canadian government was forced to implement budget cuts in response to the global economic downturn. This made it necessary to reduce the size of the public administration as well.

The downsizing program followed a merit-based approach and required active participation from the Human Resources (HR) department. It was a transparent process where employees were given the opportunity to demonstrate that they possessed the necessary competencies for a particular job. Given the sensitivity of the issue, communication was key and it was essential to treat employees with dignity and respect. Affected employees were provided with options such as voluntary departure, job swapping or education and retraining allowances.

Potential challenges were anticipated and dealt with appropriately. For instance, organisational priorities were realigned, and detailed information was provided to ensure effective response to adjustment issues. Resistance from employees was pre-empted by familiarizing them with the proposed changes. Interaction with media and workers' unions helped in carrying the message further and building consensus around the issue.

Through this carefully drawn process, the government was able to reduce its workforce from 216,000 to 200,000. Canada's experience provides us with certain lessons highlighting the importance of effective communication in change management. Engaging managers and making them aware of the details of the reform process is necessary for a smooth transition to a new system. At the same time, involving media and workers' unions is vital to building consensus and an environment conducive to change. As a pre-requisite, the administration must have the required infrastructure and tools in place before disclosing the intent and objectives of proposed reforms. Consultations with stakeholders and parties directly or indirectly affected as a result of the proposed changes due to the reform processes is of immense importance. Establishing a 'Community of Practice' helped to bridge the organization–central agency gap and allowed capacity to be scaled up quickly and effectively.

A merit-based approach to workforce reduction also allowed redeployment of skilled and experienced employees and infused greater efficiency in the system where roles could be assigned to the most capable staff members based on their core competencies.

### **3.2 *Performance Framework Reform, United Kingdom*<sup>3</sup>**

The global recession and the need to bring down public borrowing were two of the main issues for the 2010 General Elections in the United Kingdom (UK). The government that came to power advocated moving from a 'big government' to a 'big society' approach through decentralization of power. This was to be achieved through local action by equipping people with the necessary skills and tools to make a lasting difference in their

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<sup>2</sup> Background paper and presentation in Annex 3.1

<sup>3</sup> Background paper and presentation in Annex 3.2

communities. The administration felt it was important to reduce unnecessary red tape and bureaucratic hurdles that prevented civil society from getting involved in public service delivery. A new taskforce was set up to do this. A 'payment by result' framework was introduced. This led to increased competition and choice and also helped enhance democratic accountability.

UK's experience highlights certain important lessons that should be kept in mind while introducing performance framework reform. One, political commitment and appropriate incentives are crucial for the success of reforms. Two, a strong leadership with clear vision is in a better position to provide direction and momentum to reforms. Three, cooperation between political leaders and the administration is essential. Four, planning must be long-term, forward looking and flexible enough to handle the complexities of the implementation process. Five, the culture of the organization and motivation of employees must be factored into any reform plan. When employees are motivated and empathize with the population they serve, their output is of a higher quality and solutions tend to be more innovative. Six, measurement of management performance is necessary to ensure results. Seven, the same approach cannot be applied in different contexts and appropriate changes must be made keeping in mind the culture of the country.

### **3.3 *Promoting Budget Management, Singapore*<sup>4</sup>**

Since 2000, the Ministry of Finance in Singapore has implemented a series of budget reforms to improve the overall management of the budget.

Singapore's fiscal leadership approach sets quantifiable goals in fiscal management, draws up a road map for reaching there, and lays down the principles to be followed on the way and the priorities to be set. There is a focus on long term sustainability of initiatives and officials are encouraged to prepare for contingencies. The country's fiscal policy aims at achieving a balanced budget, cushioning the economy in downturns, supporting investment through a competitive tax environment and achieving long term competitiveness through R&D and human capital investments. It also seeks to benefit the community through social transfers.

Budget management relies on vertical and horizontal coordination to achieve whole of government strategic outcomes. It also helps avoid duplication of effort by multiple agencies. Accountability is essential, and departments are asked to explain in case they fail to meet pre-determined targets. When employees successfully achieve targets, they are rewarded. In fact, civil servants even receive a proportion of the country's GDP as a bonus, to help ensure their stake in the country's overall growth. This helps foster a spirit of oneness amongst the administration.

Flexibility is incorporated in the system through block budgeting wherein funds are allocated over a 3–5 year horizon and officials can optimize spending based on their priorities. They are allowed to save excess budget for the following years and borrow against their future allocations. Departments are also required to contribute 1% of their

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<sup>4</sup> Background paper and presentation in Annex 3.3

budgets to a common Reinvestment Fund. This fund seeks to promote innovation in dealing with priority areas of the government. Departments must submit proposals in order to get access to the money in this Fund. The contribution is supposed to help underscore the principle of common sacrifice. Since departments can collaborate with each other to form proposals, this exercise can also promote cooperation between divisions.

Long-term sustainability requires investing in basics like housing, healthcare and education. The government is also encouraged to 'Think big' and take risks to achieve high returns in the future. Singapore has been successful in implementing these policies on account of a stable government for the last 50 years. Going forward, the administration anticipates challenges in the form of decreasing revenue as expenditure grows steadily.

Singapore's experience makes a case for a continuous performance tracking system rather than a system with an annual review. Continuous performance tracking allows for course correction in a timely manner. The Reinvestment Fund has been able to bring innovation and efficiency into the public system. Also, preparing for contingencies in the budget makes for good planning and helps avoid unrealistic goals.

### **3.4 *Civil Services Reform, Ghana*<sup>5</sup>**

The Public Services Commission (PSC) of Ghana introduced the Performance Management System (PMS) to address the problem of a deteriorating appraisal system for public servants. The PMS sought to provide continuous feedback and ensure employee development.

Based on experience with performance management systems in the past, it was realized that performance cannot be measured solely on results and that employee's effort must also be taken into account. The new system focused on accountability, transparency, equity and ownership. The aim was to establish a system wherein all employees were accountable to their superiors and evaluated on well-laid out parameters in a transparent manner. The assessment process was to be made impartial and equitable and to be completely owned by all stakeholders involved.

The new approach included recognition for rewards, sanctions, trainings, as well as career development for the employees. Managers were trained in HR practices to better implement the approach. Mid-year reviews were introduced to allow people to alter behaviour in a timely way rather than waiting for their annual ratings. Details and results of the appraisal process were communicated to appraisers and employees alike.

A successful PMS must be careful about setting out clear goals for employees and aligning them with the key result areas of the institution. Sustainability of the initiative requires consensus amongst all stakeholders. Ghana set up a governance structure for PMS with representation from officials of all levels and departments. The PSC made sure that its approach was tailored to the local context and not simply replicated from global practices. Pilot tests were conducted before rolling out the new system to the entire workforce. This

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<sup>5</sup> Background paper and presentation in Annex 3.4

helped in identifying implementation issues and addressing them beforehand. The government shared the details of the reform process with the public through radio programmes and published and circulated all government statements. In the interest of transparency, civil servants were given the right to appeal in court if they felt their appraisal was unjust. In addition, the PSC was given the right to terminate employees on grounds of non-performance.

### **3.5 Key Takeaways**

The success of reform processes depends on certain key features that are common across country experiences.

- The requirement and feasibility of undertaking deep and wide reforms are determined by local context and organizational culture.
- Communication plays an important role in conveying key messages across stakeholders and people adjust to changes and accept new systems.
- The nature of reforms must be discussed with all stakeholders and consensus must be achieved. No reform can succeed unless those implementing it and affected by it are fully on board.
- For best outcomes, the key result areas and performance linked rewards of employees should match the objectives of the organization.
- To ensure sustainability of efforts, it is advisable for governments to identify certain basic areas where investment is non-negotiable irrespective of the party in power. Some countries like Columbia and Brazil have included such provisions in their constitutions and it is likely that more nations will follow suit in the future.

## **4 Improving the Delivery of Public Services**

In the present day, it has become essential to address service delivery gaps. The initiatives in this section have used innovative techniques to improve service delivery.

### **4.1 Service Delivery Mechanism: Efforts & Challenges, Nepal<sup>6</sup>**

While Nepal was under monarchy, there was an informal system to deliver services to rural areas. This was succeeded by a centralized delivery system under the democratic government. In 1990, the Local Governance Act was passed to allow decentralized decision-making and delivery of public services. However, the act was not effective due to instability in government, which made it difficult to initiate reforms and have long-term policies.

Presently, Nepal is in a transition phase and is working towards a stable government and a new constitution. The Nepalese government is focusing on various schemes to facilitate service delivery. The first such scheme is the Citizen Charter, which provides a citizen with compensation if services are not provided within a stipulated time. This makes the delivery of services efficient and accountable. Another such scheme is Hello Government wherein if

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<sup>6</sup> Background paper and presentation in Annex 4.1

citizens do not receive services they are entitled to, they can report the incident to a 24-hour phone helpline. Another scheme is Government at Public Door that aims to provide services related to issues like health and education to the public at their doorstep. Other schemes proposed to increase accountability and efficiency include: Public Hearing, Bottom-up planning, Targeted program and Poverty Reduction.

Nepal has witnessed several successes in public service delivery. The program for protection of community forests gave citizens the right to use and sell non-timber forest products as they saw fit while protecting the tree-cover. This program was successful in hilly areas but not in the Terai plains where forests began to be exploited to the point of degradation because both the timber and the land were of high economic value. The two other success stories are of the Drinking Water Project and the Control Ma. Pa. Se. Initiative against drunken driving.<sup>7</sup>

Initially the citizenry participated actively in the government initiative to improve public services but the public enthusiasm was short-lived. Though people became more aware, they had limited confidence in government schemes. Lack of institutionalization and instability of the government are the two major obstacles that Nepal faces, along with unbalanced supply and demand for services. Poverty, lack of infrastructure, low public demand, emigration and limited employment opportunities are critical challenges for the government. Authorities, however, see potential in the country's economically active population, natural resources and strategic location between India and China.

#### **4.2 *State Wide Attention on Grievances through Application of Technology (SWAGAT), India***<sup>8</sup>

SWAGAT (State Wide Attention on Grievances through Application of Technology) was the winner of the 2010 United Nations Public Service Award. The program has been functional since 2003 and is currently active in 248 districts in the state of Gujarat, India. SWAGAT is based on the philosophy of making administration people friendly. The concept behind this initiative is that efficient, transparent and quick grievance redressal is the key to citizen satisfaction and the government must be accountable to the public.

Before SWAGAT, registering grievances required a lot of paperwork and there was no formal system for follow-up. Moreover, citizens did not have access to higher levels of administration. SWAGAT sought to address these issues and facilitated the integration of governments at State, District, Sub-district and Gram levels.

On a fixed day every month, grievances are registered and made available to concerned officials. Subsequently, the Chief Minister and senior officers at various levels of government interact with the complainants via video conferencing. Cases are resolved on the same day or within a stipulated time frame as decided. Complaints that reach this level must have necessarily gone through lower levels of administration and remain unresolved. This provides incentive for all officials to take grievances seriously as failure on their part might result in serious action from the Chief Minister.

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<sup>7</sup> Ma. Pa. Se.: Madhak Padartha Sewan or Consumption of Alcohol

<sup>8</sup> Background paper and presentation in Annex 4.2

Statistics show that about 94% of all applications received through SWAGAT have been resolved. The administration is more accountable to the public and surveys show an increase in citizen satisfaction. Involvement of multiple officials allows for a fair decision making process.

This initiative works on the principle of *management by exception*. Direct involvement by the Chief Minister contributes to deterrence through a demonstrative effect, as in case of bribery and corruption. It also activates local level administration and encourages state-wide administration interaction as all officials participate in SWAGAT sessions. SWAGAT makes higher levels of administration aware of the problems of the citizens, which creates scope for policy reform.

Another interesting aspect of SWAGAT is that it doesn't require additional financial resources and works by utilizing the existing budget in an innovative and efficient manner. The program has addressed a variety of cases including those related to corruption, harassment, land reforms and relief for disabled.

#### **4.3 *Electronic Single Window processing of foreign trade and customs formalities, Senegal*<sup>9</sup>**

Senegal's Single Window for trade aims to allow paperless trade through an integrated electronic system to enhance trade and commerce in the country.

GAINDE 2000 was established in 2002 as a public private partnership to help Customs in its project to modernize and promote the Senegalese expertise in Africa and beyond. In 2004, GAINDE set up ORBUS, a single electronic window to streamline foreign trade by simplifying and standardizing trade and customs procedures. This system has reduced the multi-step process of carrying out pre-clearance formalities which earlier took up to five days, to a three-step process of transaction, certification and collection, which takes no more than half a day and has no transportation cost.

GAINDE 2002 is based on a technological infrastructure and offers clearance services under three categories. For people who have a general idea of how the automated system works, there is an electronic exchange system. For those who cannot, there is a human interface, wherein there is someone to receive the application, approve and revert to the trader. The third is when paperwork is required, and it cannot be retrieved electronically, such as documents from other countries. In this case, the documents are sent by conventional mail.

ORBUS works on a rare successful consensus between government departments and port officials with private entities like banks, traders and clearing agents, brought together by technology. The government was committed to providing all public agencies with the necessary capacity to shift from the old system to the paperless one. Requisite hardware and software was made available and effective communication and technical support helped

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<sup>9</sup> Background paper and presentation in Annex 4.3

convince people to undertake this scheme. The unofficial costs of the clearance processes that were earlier passed onto exporters in the form of higher fees are now formally compensated to public servants thereby preventing corruption.

In a nutshell, ORBUS simplifies and modernizes trade procedures, reducing bottlenecks and time lags, making trade fast and convenient.

#### **4.4 *Documento Nacional de Identidad (DNI) De Menores Y SU impacto En El Ejercicio De Los Derechos Humanos Registro Nacional de Identificación y Estado Civil (RENIEC), Peru*<sup>10</sup>**

RENIEC was initiated in 2002 for civil registration and identification of Peruvian children. Lack of identification documents for children created scope for child trafficking and also meant excluding children from social schemes contingent on ID proof. RENIEC has successfully identified over 10 million children so far, representing about 96.8% of Peru's child population.

The management process for RENIEC started off by persuading government agencies about the importance of the initiative and the need for funds. Achieving consensus between various levels of government was vital for the success of the program.

The population living in the poorest and most remote areas of the country including border areas was difficult to reach. Some people couldn't afford to travel to RENIEC offices. Hence, a combination of office and itinerant registration teams was used to reach out to a larger section of the population. Technology was adapted to suit local needs and extensive campaigns were undertaken to make all stakeholders aware about RENIEC. Officials working on other social programs such as health and education were involved in widening the reach of the registration process. The number of registration offices was aggressively increased to 500 to service the entire country.

RENIEC was made administratively and legally autonomous. This gave the identification program stability despite changing governments. Sustainability was ensured by making the DNI compulsory for access to health services, admission in schools, accessing other social programs and travelling within or outside the country. Consensus and collaboration between various government departments combined with a commitment to the cause has been essential for the success of this initiative. To achieve universal coverage, Peru is planning to have registration teams fluent in multiple languages to deal with the diversity of the population.

#### **4.5 *Collaboration Testing and Innovation in 'Saga', Japan*<sup>11</sup>**

Collaboration Testing is a means of improving public service delivery by allowing discussion and dialogue between private companies, civil society organizations (CSOs) and the government. Under this initiative, the government discloses information regarding its

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<sup>10</sup> Background paper and presentation in Annex 4.4

<sup>11</sup> Background paper and presentation in Annex 4.5

service delivery process and invites proposals from the private sector for improving upon the status quo. These proposals are then debated and reviewed. Subsequently, services are outsourced or public-private agreements are negotiated unless the government can explain how it is doing the job in the best possible manner.

This initiative brought three changes in the system. First, in the interests of transparency and trust-building among stakeholders all government budget information was made publicly available and accessible by default (unless something was explicitly tagged as confidential, it was put in public space; the earlier practice was the reverse; everything was confidential unless otherwise stated). Second, the system became client-oriented with various service providers collaborating to ensure efficient delivery and increased citizen satisfaction. The third change was in the area of decision-making. Whenever private proposals were rejected, the government was now legally bound to provide a rationale and basis for rejection. No proposal could be spiked down without justification. This ensured that service delivery was entrusted with the most capable providers and the reasons for acceptance and rejection as the case may be were documented in an unbiased way, thus promoting a culture of transparency and in-depth knowledge sharing. The success of Collaboration Testing has been attributed to strong leadership and the responsiveness of the officials.

Innovation in 'Saga' seeks to combine public sector experience with private sector technology and innovation. The administration and the private enterprise undertake R&D by using mutual intellectual resources without mobilizing any additional financial resources, based on an agreed contract. The project has a multistep mechanism. The government calls for proposals to solve a target issue. Private businesses send proposals and applicable technologies and knowhow, which are examined by third party expert committees of the government. Private firms customize solutions, which undergo on-site applications and tests and finally, R&D results are shared as market solutions and technology. The Saga project has multiple positive impacts in the field of innovation that manifest in the form of citizen satisfaction and societal welfare. It encourages the government to understand the needs of the people and contribute to the society. It proactively promotes thinking on the ground, which allows policy improvements.

#### **4.6 *Regularized Informal Settlements, Tanzania*<sup>12</sup>**

Prior to government intervention, about 81% of the urban properties in Tanzania were informal. This was hampering development plans. To address this problem, the government launched multiple initiatives to tackle unplanned settlements. The most successful of these was MKURABITA, the Property and Business Formalization Program. This initiative was essential in the backdrop of limited planning by the local government, unaffordable and inadequate housing and poor systems for monitoring land management. MKURABITA allowed informal property owners to access formal markets by using their newly registered land as collateral for loans.

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<sup>12</sup> Background paper and presentation in Annex 4.6

The guiding principle behind MKURABITA is community participation. It promotes and functions on local acceptance, commitment, financing, ownership and sustainability of the financial agenda. The implementation of this scheme went through a multistep process – creating awareness amongst stakeholders (Regional commissioner, District commissioner, local leaders, communities), setting up institutions, training the technical team, surveying the land and getting approval for regularization schemes. Community mobilization was critical for the success of MKURABITA. Owners had to be trained to use their land certificates as collateral at financial institutions.

Although the public was initially sceptical about the potential of the program, success in one district helped build confidence in the government's commitment towards formalization. Like any other service delivery mechanism, MKURABITA too faced challenges. There was a lack of land for public use, for which the government began purchasing land from owners or accepting free offers from people. Absenteeism of landlords was also a problem that was addressed through mass mobilization and community participation. Initial finance for the project came from the government and other stakeholders were invited to contribute.

Participation of citizens is a must for efficient implementation. The visible tangible benefits of formalization incentivized people to enthusiastically contribute to the scheme for better services and infrastructure.

#### **4.7 Key Takeaways**

- A citizen centric approach is important to achieve efficient and effective service delivery.
- The mechanism used can be different depending on the context. For instance, *management by exception* worked well in SWAGAT with intervention from the top whereas equal involvement of all levels of government was required for ORBUS and Collaboration Testing required dialogue between the public and private sector.
- Political commitment is paramount for the success of reform initiatives. Peru's experience shows the benefits of having constitutionally independent bodies that are not vulnerable to changing government priorities.
- Mass involvement of end consumers helps ensure sustainability of the program and extensive effort must be undertaken to ensure awareness and smooth transition to the new system. This may take the form of information campaigns or technical support as appropriate.
- Promoting transparency and accountability goes a long way in gaining public trust and ensuring the acceptance of the program.

## **5 Advancing knowledge management in Government/ Promoting whole of Government approaches in the Information age**

The information age demands that governments keep up with technological innovation and use available tools to ensure enhanced service delivery. This section details experiences of countries with using technology for better governance.

### 5.1 *e-Kasih, Malaysia*<sup>13</sup>

e-KASIH was conceived as an initiative to coordinate and monitor the poverty eradication effort of the Malaysian government by ensuring that the benefits of social programs actually reach the poor. e-KASIH is a national integrated information system on poverty. The main objective of the initiative is to avoid duplication of aid/ programs given to the poor and hardcore poor by establishing a central data bank which can be accessed and used by all aid agencies and other parties involved in the country's poverty eradication program.

The tool has helped the State understand the country's demographics more comprehensively and frame better policies to target specific groups such as the urban and the rural poor. The system's functions range from having a poverty information repository to poverty mapping, feedback and analysis reporting. This has not only made government policies become more effective but has also helped implement NGO initiatives better and promoted more accurate research.

Since its rollout in July 2008, the monthly tracking report from e-Kasih shows a significant reduction in the poverty rate, the overall number of poor and hardcore poor. As a result of aid programs targeted at specific beneficiaries, the overall poverty came down to 1.7% in 2012 from 15.8% in 1990.

e-Kasih is an online web based application system operating on Microsoft platform. Every agency working towards poverty eradication is granted online access to the same database. The change over process included increasing awareness about the new system amongst all potential users through information campaigns. Constant feedback and responsive change management made e-Kasih more user-friendly. The State and management had to work through political barriers, but a good communication strategy and State support helped overcome implementation issues.

Before uploading data into the system, the Department of Statistics conducted a poverty census following international standards to verify the existing data. e-Kasih has been designed as a dynamic system to adjust to frequent changes in policy and procedures. Institutional capacity was built to deal with huge volumes of data collection. High turnover amongst officials handling e-Kasih was a potential problem due to interrupted functioning. This was overcome by training an adequate number of people to take over the functioning in case there was a requirement.

Constant upgradation using feedback and strong technical and institutional capacity have helped e-Kasih become more effective over the years.

### 5.2 *National Health Information System (I-SEHA), Bahrain*<sup>14</sup>

The Ministry of Health (MoH) brought in I-SEHA, Bahrain's national health information system, to replace the traditional Health Information System with an intelligent health

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<sup>13</sup> Background paper and presentation in Annex 5.1

<sup>14</sup> Background paper and presentation in Annex 5.2

information system that is paperless and filmless. This integrated clinical administrative system assists in daily healthcare operations by providing real time online analytical decision support tools.

The program helps in quick transfer of information between healthcare professionals. Improved access to patient information by doctors helps them make critical decisions without delay, thereby improving the quality of medical care. Medical records are updated at the clinic/ doctor level and eventually get integrated and are available to all government hospitals and clinics. This helps increase patient satisfaction as multiple tests become unnecessary and all information is readily available. This also reduces costs and makes healthcare more affordable. I-SEHA can be considered as a self-financing system. It has led to significant cost saving in terms of reduced film and paper expenditure. Moreover, there are intangible benefits in terms of enhanced quality of care, better access and increased patient happiness.

The service was set up as a Public Private Partnership. The transition period was challenging, as both systems, paper-based and electronic coexisted. Frequent training of doctors and hospital staff, constant communication and strong institutional support helped overcome difficulties. I-SEHA was integrated with existing information technology systems in the country to avoid duplication of effort and use existing synergy. Sustainability of the initiative requires constant customization of the system to suit doctor and patient requirements. Having access to information has helped standardize medical procedures and ensure patient safety.

### **5.3 *TTBizLink, Single Electronic Window, Trinidad & Tobago*<sup>15</sup>**

TTBizLink is a Single Electronic Window (SEW) providing customers access to all trade related government services. The SEW was created to speed up and ease business transactions with the government. Prior to this, trade transactions were characterized by delays and duplication of paperwork due to a lack of coordination amongst departments. The absence of a single well monitored system also allowed for discretionary implementation of laws. These factors were contributing to a lack of global competitiveness for the country.

Developed with help from experts from Singapore, TTBizLink acts as an intermediary between government agencies and trade actors. Shifting from the old system to the upgraded one was not an easy task. Online tutorials and training modules for staff were used to make the SEW more accessible to its users and officials alike. The change management process included conducting feasibility studies to review best practices, international standards and public administration reforms. Strong leadership was emphasized and a clear communication plan was outlined to ensure that all stakeholders were aware of the features of the new system. Transparency and security were important concerns and the government made use of a number of security enhancing programs including firewalls and data intrusion protection systems.

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<sup>15</sup> Background paper and presentation in Annex 5.3

Over the last two years the system has acquired a large number of satisfied users and is now capable of providing real time approval for 25 e-businesses and trade related activities. The portal has facilitated enhanced data sharing amongst agencies, which has increased productivity and coordination within the government. Shifting to an automated system has decreased processing time to a fraction of the original cost and increased the ease of doing business. All e-services are constantly monitored with monthly reports providing an opportunity for a continuing learning process.

#### **5.4 *Dubai Smart Government Department, Dubai*<sup>16</sup>**

In 2002, Dubai used Electronic Shared Services (ESS) to shift governance in its entirety to an online portal. The ESS initiative was a whole of government approach aimed to increase ease of access and also to enhance consumer happiness and satisfaction. ESS has led to efficiency and cost saving through automated processes, enhanced knowledge sharing across government departments, easier implementation of policies and a reduced carbon footprint. Increased synchronization between government divisions allowed the government to centralize shared services and decentralize core functions to respective departments.

Dubai E-transformation and ESS governance evolved from temporary institutional mechanisms to a consolidated institution with a clear mandate. Since this was a first of its kind initiative, there was no precedent regarding dealing with the transition process. Institutional barriers and the autonomous nature of the government were obstacles during the implementation process. Making ESS a high priority, with constant monitoring and focus on results created a sense of urgency about achieving success. Staff engagement and skilling were given due importance.

The many benefits of ESS make it sustainable. Visionary leadership, support from the government, advance planning, the goal of consumer satisfaction and keeping it simple for the public contributed to establishing a highly effective system. Reduced overhead costs make this system self-financing. The availability of centralized information facilitates allowed access to key performance indicators and it became easy to share knowledge across departments to seamlessly accommodate changes in government policies. In the future, the government intends to make all these services available on smart phones moving Dubai towards a 'Smart Government'.

#### **5.5 *Uruguay Concursa Portal, Uruguay*<sup>17</sup>**

Uruguay Competes is a unique portal for selection and recruitment to the country's Civil Service. The portal makes the process of intake open, transparent and professional. It allows central recording of information regarding vacancies in public administration.

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<sup>16</sup> Background paper and presentation in Annex 5.4

<sup>17</sup> Background paper and presentation in Annex 5.5

Earlier, each office used its own procedure for selection of candidates. This lack of uniformity led to inefficiencies and communication errors. It was difficult to keep a track of information and retrieve it when necessary. The new system has significantly reduced effort by formulating a single set of processes for selection. The information is stored in a single database that allows universal access for all public competitions.

Uruguay Competes aims to make the management of recruitment and selection transparent and democratic to select the most suitable candidates. The country's Civil Services are funding and implementing the program. The portal informs the public about openings, allows free registration and accepts personalized information about candidates. This information includes employment and educational profiles and related documentation such as Curriculum Vitae.

Ministries are kept informed about developments and changes in the processes and are allowed to customize some processes to suit their specific needs. This system boosts efficiency, reduces delay and makes the system more accessible to the people. The entire selection process becomes fairer and more transparent and helps identify the best candidate for a job.

### **5.6 Key Takeaways**

Experiences from various countries highlight the facilitating role that technology can play in achieving a government's objective.

- Automating tasks helps save human effort and reduces room for error.
- Technology driven systems can be made more transparent and provide enhanced services to consumers.
- Switching from manual to digital systems often involves dealing with inertia from an established order. Overcoming this requires effective communication and consensus building.
- Officials and consumers need to be familiarized with the new system and every effort should be made to provide training and tutorial services.
- Political commitment helps bring in reform and ensure quick adoption.

## **6 Promoting Gender Responsive delivery of public services**

Women face significant disadvantages in most countries of the world. Whether its female civil servants or women citizens, there are many hurdles they have to overcome to access the same facilities as their male counterparts. This section highlights unique programs that have attempted to level the playing field for women in different spheres of life.

### **6.1 *Mission Convergence, India*<sup>18</sup>**

The objective of Mission Convergence was inclusive and sustainable development in Delhi focusing primarily on women's empowerment and gender responsive delivery of public services. The government endeavoured to promote women's empowerment by organizing women in Self Help Groups, imparting skills, creating micro enterprises and providing livelihood.

Despite witnessing economic growth, Delhi suffered from a lot of inequality. Exclusion errors in poverty estimation prevented benefits from reaching the most vulnerable. It was felt that the government approach was scheme centric rather than household centric. Mission Convergence was launched to tackle these issues.

The mission was executed in a planned manner. Gender Resource Centres (GRC) were used as bases for poverty mapping to identify households run by single women and also the aged. Sharing of information and database management were essential for a unified scheme. Single window delivery points and facilitation centres were created through GRCs to gather information on legal rights and help applicants fill out forms. Already established infrastructure was utilized to provide quality services that proved to be cost effective. These services included non-formal education, vocational training, medical camps, microfinance activities, legal awareness drives and general assistance. Convergence Forums held periodic meetings to discuss the results being achieved. GRCs also became registrars for the government's Unique Identification program. Advanced technology was utilized to connect community structures with stakeholders. Partnerships with poor women ensured their participation.

Since poverty is officially measured only by income, many citizens vulnerable in other respects were being excluded from welfare programs. To bring these people under its purview, the government developed a more holistic non-income criterion to measure vulnerability. Constraints such as accountability and transparency were tackled by bringing NGOs under the Right to Information Act. Other challenges such as resistance from bureaucracy, trust deficit and cynicism were tackled through discussion and engagement with stakeholders. The mission's experience highlighted that while international NGOs were efficient in creating training material, local NGOs were far more effective in reaching remote locations.

### **6.2 *Isange One Stop Centre, Rwanda*<sup>19</sup>**

Isagne One Stop Centres (IOSC) were set up in 2009 by the Rwanda National Police to provide timely, affordable, quality services to victims of gender based violence (GBV) and child abuse. IOSCs are located within police hospitals and provide free services round the clock. They help victims of GBV by providing a haven where they feel safe and there is no risk of tainted evidence. These centres help gather tangible evidence that can be used for criminal proceedings.

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<sup>18</sup> Background paper and presentation in Annex 6.1

<sup>19</sup> Background paper and presentation in Annex 6.2

Rwanda chose to position these services at hospitals as they were well connected with police and legal teams. It was also felt that medical care was the most important service in these cases. Countries can decide where to place these centres depending on the synergy between relevant departments. In Rwanda, victims, community police instructors or any other relative can contact these police hospitals in person or through a toll-free line. Community police instructors are stationed at the grassroots level to aid the police. These include youth volunteers and GBV committees.

Police hospitals provide a complete array of services including legal, medical and psychological and social services. These are managed jointly by the police and Ministries of Health and Justice. Social workers ensure that victims receive full treatment and get help accessing in judicial services. These centres minimized the number of interviews a victim has to go through while reporting her case to reduce trauma. The hospital is well equipped with safe rooms for evaluation of victims. There is a provision to keep victims at the hospital in case their homes are unsafe. Officials follow up on cases to ensure reintegration of victims into society.

These centres face many challenges. A victim's consent is required to collect evidence and report a case formally. As is true in many parts of the world, there is a culture of silence in Rwanda wherein victims often do not wish to report on family members but do avail services. Centres also struggle to handle the number of cases that come to them given their limited capacity.

Since the parliament of Rwanda has a large representation of women, the scheme has been encouraged greatly. Inter-agency coordination and the presence of early detection and prevention structures like Community Policing have reinforced the scheme. Rwandans have led campaigns vehemently opposing GBV and promoting the right of victims to seek justice. Rwandans are encouraged to hold healthy discussions about village issues. One Stop Centers have enhanced cooperation between different departments, increased reporting rate by more than 50% and are now being replicated across the country.

A multi-sectoral approach with diversified partnership has proven successful in addressing GBV in Rwanda. Placing these centres within police hospitals has also helped ensure their sustainability.

### **6.3 *Chapéu de Palha Mulher, Brazil*<sup>20</sup>**

Chapéu de Palha Mulher was started in 2007 by the Women's Secretariat of the Government of Pernambuco to help rural women gain better control over their lives and improve its quality both economically and socially. Prior to the program, the state of Pernambuco had been stagnant in terms of economic development and there was pervasive gender inequality. Perhaps the low share of women parliamentarians contributed to this.

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<sup>20</sup> Background paper and presentation in Annex 6.3

Deep historic divides already existed between the White and Black populations in the region. This along with gender discrimination created a double whammy for indigenous and Black women trying to survive in Brazil. The situation demanded action to empower women and build capacities through personal and professional training so that they could gain control of their fates rather than be victims of exacerbating circumstances.

Chapéu de Palha Mulher helped rural women build capacities, migrate to better paying jobs and access better health, education and livelihood opportunities. The program was targeted at women in agriculture and related jobs and deployed during the lean season when incomes are low. To facilitate participation in the program, women were provided a stipend, childcare, food and transportation.

The strategies adopted for this program were socio-political training, expansion of formal education, introduction to the market, partnership with civil society and establishment of a network of public policy agents for women. Various educational courses were run and discussions about gender and ethnicity held. These measures aimed at increasing self-confidence of the beneficiaries, knowledge about their rights and instilling ambition and hope in them. Finally, vocational training provided women with better livelihood opportunities. The government, entrepreneurs and NGOs collaborated to formulate policies towards delivering quality education to women.

Positive impact of the program is gradually becoming evident. 74% women have received training in citizenship courses and 24% in professional courses. Certain governmental structures like the Commission for Rural Women and the Rural Women Centre have been set up under the program. In addition, the program has succeeded in creating a strong network of NGOs for women to promote awareness about gender equality. The program also lowered the bar women's entry into public training institutions on account of their historical disadvantage and sought to create support for female graduates.

The innovation of linking cash transfers with employment training programs that have a preliminary course in rights and citizenship has worked well and can be adapted in other contexts as well. This program was also successful as it facilitated extensive participation by making arrangements for childcare, transport and food. It is now working to overcome the traditional bias against women in the labour market.

#### **6.4 *Creating Access to Education for Disadvantaged Women Civil Servants, Ethiopian Civil Service University, Ethiopia*<sup>21</sup>**

Gender discrimination is as widely prevalent in Ethiopia as in many parts of the world in all walks of life. A unique initiative was conceived of in the country in 2010 to support women civil servants, particularly those hailing from less developed parts of the country to avail of opportunities for higher education, skill building and refresher courses at the Ethiopian Civil Service University (ECSU). The mechanism aimed to promote gender inclusiveness through resident scholarships in higher education in Public Administration for disadvantaged women civil servants and women faculty members. The program has been

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<sup>21</sup> Background paper and presentation in Annex 6.4

funded by the Ministry of Finance and Economic Development through a donor funded project on Public Sector Capacity Building programme.

The initiative was designed after consultation with all stakeholders – the University board, Administrative council, Senate members, Ministers of Federal Affairs, Women, Youth and Child Affairs and women leaders. The successful implementation of this initiative required dealing with a host of challenges. Faculty members were not positively inclined to take it on and initially pushed for extremely strict entrance exams. Women students had low self-esteem and were hesitant to apply. Moreover, male students were unhappy with the initiative. There were also concerns about retaining the women through the duration of the course.

Discussions, workshops and seminars were held with the faculty members and students to familiarize them with the idea behind the initiative and bring them on board. Women students were provided a semester of pre-department training in English, mathematics, assertiveness and stress management before their core courses started. Tutorials, Internet access, guidance counselling and gynaecological services were also made available. In addition, they were given financial and material support to stay in the program and had the incentive of being promoted once they received their degrees. It was felt that women faculty would help these students feel more comfortable and would also provide role models. The University advertised aggressively for suitable women faculty.

This program succeeded due to the initial push from the University and stakeholders. The demand for these scholarships increased overtime. Now there are more women civil servants in higher education programs than ever before and the number of women faculty members has also gone up. Sceptics have slowly begun to see the positive impact of the program in creating new leaders for the country. Other institutions have started offering similar programs as well.

### **6.5 *The Gender Approach in the State Budget, Ecuador*<sup>22</sup>**

Ecuador's Ministry of Finance introduced the Gender approach in the State budget because earlier it was difficult to track funds allocated to tackling gender bias. Since 2005, the gender responsive budgeting initiative has helped bring a gender based perspective to national planning and budgeting.

In executing this initiative awareness amongst officials was created regarding the importance of gender budgeting. The necessary tools and techniques to incorporate a gender perspective in the budget were developed through consultation and by using experiences from other countries.

The policy was implemented over various stages. Stage one consisted of the discussions at the Ministry of Finance on gender issues followed by the next stage where an agreement was signed with UN women. The German Technical Cooperation (GIZ) was roped in. In the third stage the Ministry of Finance and other public entities were made aware about the

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<sup>22</sup> Background paper and presentation in Annex 6.5

importance of gender equality. Tools were created for registration of gender resources and reports were prepared so as to maintain transparency. Collaboration with the General State Comptroller expanded gender approach in public service through audits.

There was a general ignorance in Ecuador about gender inclusiveness and awareness camps were set up to address this. The new approach met with resistance from Ministry staff, as it seemed to increase workload. However, concerted effort and advocacy coupled with budgetary allocations have succeeded in establishing the new approach. A culture of transparency and accountability in reporting funding for reducing gender gaps has been nurtured. Various reports like the Classified Expenditure in Gender Policy and Gender Equity Reports help monitor gender budgets and carry out follow-ups. Women's organizations and university students have begun using these statistics for reach and analysis and to campaign for better policies. The policy has promoted women's empowerment and equal opportunities in the work place.

## **6.6 Key Takeaways**

Gender inequality is an international issue and disadvantages women face are common across geographies.

- Changing attitudes requires conscious effort and commitment from policy makers.
- Increasing women's access to education through specialized scholarships or through training programs is an important step in this direction.
- Care must be taken to make women feel confident enough to access these new opportunities by providing training in assertiveness and creating awareness about rights.
- Any skill-development program must compensate women for foregone earnings during the course and also make provisions for childcare.
- When dealing with issues like gender based violence, policies should be designed to ease the victim's trauma. This may involve simplification of procedures, State support for reintegration and help for accessing judicial recourse.
- All programs featured here have worked through extensive collaboration amongst stakeholders and by addressing concerns that hold women back from participating in programs that can benefit them.

Gender inclusiveness programs should work towards achieving more tangible results and should aim for the Gender Equality Seal (GES) certification of the UN.

## **7 Improving transparency, accountability and responsiveness in Public Service**

Each case study in this section concentrates on an initiative that has enabled the government to increase public access to information about government services. The best practices in focus aim at increasing the integrity and responsiveness of the public service by zeroing in on a public grievance and addressing the problem.

### 7.1 ***Integrity Assessment, Republic of Korea***<sup>23</sup>

Integrity Assessment of Public Organizations (IAP) by the Anti-Corruption and Civil Rights Commission (ACRC), Republic of Korea is an initiative to gauge the level of corruption in public institutions and disclose the results to the public, in order to mainstream them into the efforts of the Commission to curb corruption.

Prior to 2002, the existing measures adopted by the government of Korea to counter corruption had failed because of the sole focus on punishing the offenders, instead of preventing corruption. Hence a need was felt to shift to a pre-emptive approach to prevent corruption fundamentally and minimize the cost of addressing the problem. Before the launch of IAP, the ACRC relied on corruption perception surveys and other such programs. However, these programs were aimed at sectors at the macro-level such as defence, education and taxation. Situated in this context, the Integrity Assessment of Public Organizations was developed as a tool to supplement shortcomings of the existing programs in operation to counter corruption. Growing public pressure to improve government service also contributed to bringing in this initiative.

The objective of the program was to identify the public services most susceptible to corruption, guarantee public access to information regarding them and allow the public to monitor decision-making processes.

The Integrity Assessment model consists of three components to measure the integrity of each public organization:

- Internal Integrity as assessed by the employees of an organization.
- External Integrity as assessed by members of the public who actually receive the public services.
- Policy Customer Evaluation as assessed by policy experts like journalists, lawmakers and other public officials while determining and implementing policies.

The final score of each organization is released after deducting points, by taking into account factors such as the number of officials who have been found guilty of corrupt practices and the amount of money involved.

The ACRC analyses the assessment results to produce integrity scores and discloses them to relevant public organizations and the media. A '*naming and shaming*' policy has been adopted, wherein, organizations which are ranked poorly face social pressures and in turn take voluntary measures to improve future assessment results.

The assessment program has been instrumental in reducing corruption in Korea. Integrity scores have increased from 6.43, on a scale of ten in 2002 to 7.83 in 2013. The annually published results help raise public awareness about public sector integrity issues and are used as a reference index by the national assembly, the media and civil society groups to determine corruption trends and improvements in various public organizations.

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<sup>23</sup> Background paper and presentation in Annex 7.1

## **7.2 Public Service Delivery through e-Gov at the grassroots level, Bangladesh<sup>24</sup>**

In a bid to provide public services at the doorsteps of citizens, the Government of Bangladesh with support from the UNDP, established Union Digital Centres (UDC) in the country under the Access to Information (A2I) program. The program is implemented by the Prime Minister's Office and the Cabinet Division of Bangladesh. The UDCs were set up to connect previously isolated individual government offices in order to reduce the time and cost of availing a public service.

The Digital Centres are one-stop information and service delivery outlets, which were expanded to all union pourashabhas<sup>25</sup> in 2010. The initiative aims at reducing the digital divide in the country, and has been expanded from the rural to the urban areas. UDCs run on a unique public private partnership model wherein the building is provided by the government. The entrepreneurs, who are the employees manning the UDCs are private sector entities. The hardware and software support is jointly supplied by both private and the public sector. An interesting feature of the digital centres is that they employ 10,000 entrepreneurs, with half of the employees being women. The income earned from the services rendered goes to the entrepreneurs.

To facilitate a smooth access to services, a digital centre blog has been set up. The blog, which is a participatory solution platform, has over 14,000 members, which include officials from district administration, entrepreneurs, service content partners, policy makers, ministers, secretaries and other officials. Over 3000 queries are posted on the blog monthly, with 80% of the questions being answered.

Various public services, private and information services are offered by the digital centres, including birth registration certificates, university application forms, public examination results, and passport and visa application facilities. In addition welfare schemes, law related services, electricity bill payment, health and agricultural consultancy services, right to information (RTI) and simplified government services are also provided for.

The entire program is coordinated from the top of the political hierarchy and this political commitment has contributed to the initiative's success. The PMO and the cabinet division monitor the entire process, making an everyday account of the activities that take place. The UDCs, located at the lowest tier of local government institutions, have become one-stop service delivery points for the rural people of the country that help save time and money and also reduce visits to government offices for availing of services. The role of Central involvement in galvanizing the system to introduce technology in service delivery is the main takeaway from Bangladesh's experience.

Electricity, bandwidth and cyber security are some issues that pose obstacles. Solar panels have been built at some digital centres to address the problem of power cuts and to increase the bandwidth of the network. The mission is to connect all UDCs with optical fibres by 2017. Also, the Bangladesh Telecom Regulatory Authority has been established to keep a

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<sup>24</sup> Background paper and presentation in Annex 7.2

<sup>25</sup> The lowest tier of government in Bangladesh

check on cyber crimes. A major issue that remains unsolved is the shortage of skilled personnel to handle the new technology.

### **7.3 Integrating Network and Community Participation for Effective Malaria Management in Tha Song Yang District, Thailand<sup>26</sup>**

Integrated Capacity Development/ Capability Improvement Model (ICD/ CIM) for malaria care is an initiative conceptualized and implemented by the Vector Borne Disease Control Unit (VBDU) in the Tha Song Yang District, Tak Province, Thailand. A sustainable model of leveraging community participation to solve the problem has been used. Stress is laid on early detection of malaria to prevent further transmission.

The need for this program was felt because the highest incidence of malaria in Thailand was reported in this district. A strength, weakness, opportunity and threats (SWOT) analysis helped formulate the objectives of the program. These included effective malaria management, reduced malarial morbidity and anti-malaria drug resistance, by fostering strong community support for the initiative.

The stakeholders involved are the VBDU, Healthcare providers such as district hospitals, Local Administrative Organizations (LAO), Border Patrol Police Units (BPPU), NGOs and community health volunteers. They are involved in delivering malaria care, administering healthcare services, providing leadership and educating parents, students and migrants.

The key elements of success of the program include redressal of grievances of people and mutual cooperation between agencies. The health workers, despite modest wages, are highly motivated and help enhance results. Hence, their retention is the key to the sustainability of the program. Moreover, re-training new volunteers is a major challenge.

The benefits of the initiative include increased participation of government agencies and citizenry. Responsiveness to people's needs and accountability of government organizations has also improved. Knowledge about malaria has increased, and there has been a concomitant rise in the awareness about other diseases afflicting the region. The number of cases of malaria has reduced from 10,294 in 2010 to 5,935 in 2012. The initiative has helped reduce the time and cost of getting health-care assistance for malaria cases and has helped build trust in the community.

### **7.4 Mobile Seva, The National Mobile Governance Initiative, India<sup>27</sup>**

Mobile Seva is a national mobile governance initiative by the Department of Electronics and Information Technology (DeitY), Government of India. It allows government departments to deliver their services via mobile enabled channels, by providing them with a central platform to do so.

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<sup>26</sup> Background paper and presentation in Annex 7.3

<sup>27</sup> Background paper and presentation in Annex 7.4

Given that 76% users in India access the Internet through mobile devices, it was felt that mobile-based service delivery would be more useful as compared to conventional web-based platforms. Also, in rural areas access to laptops and electronic public services was especially low. In addition, a common platform for all departments was needed, as setting up individual platforms would entail huge investments of time, money and efforts by each department, which could be redundant.

The key drivers of success included building a national policy framework on mobile governance. The stakeholders involved were kept in the loop from the beginning, with the adoption of an open consultation strategy. Public feedback was also sought after the draft consultation paper was prepared. An umbrella approach was adopted by making all m-enablement solutions available under one roof, thereby eliminating the need for government departments to create their own mobile platforms. Departments were provided with continuous hand-holding and support by DeitY. The process involved fast on-boarding of government departments, with over 1280 departments being able to offer their services on the m-platform by creating a simple account.

The project is sustainable because it is owned, funded and implemented by DeitY, with support from PM's Committee on the National e-Governance Plan. Technical sustainability is assured because the initiative is based on open standards and open sources. A business model is also being developed, wherein a user fees would be charged, such that the project becomes self-sustainable.

Some features of the platform include a mobile application store with over 310 live apps on localized platforms using soft keyboards in Indian languages. The platform has even been used to track EVMs and find nearest polling booths. The project has led to savings in costs, time and efforts for departments and citizens. It has increased reach and access to government services for citizens, with all major telecom companies being on board.

### **7.5 Key Takeaways**

- Political commitment and constant contact with the citizenry is important for the success of programmes. The success of all the initiatives in this section has been contingent on active public participation.
- Programs should aim to reach the remotest areas in a country and provide resources to the populace there.
- An open consultation strategy with regular meetings with civil society members provides programs with the necessary intelligence and expertise.
- Initiatives must be transparent in their approach and work towards increasing the accountability of government departments.

## **8 Conclusion**

A wide variety of reform initiatives were showcased through this conference and each of them dealt with unique issues. However, there are many common features that characterize these success stories.

**Leadership:** Leadership plays a very important role in kick-starting reforms. Initial resistance can be overcome with greater ease if there is commitment and pushed from top to bottom. Strategic leadership helps garner political support and mobilize funds for reform measures.

**Data:** Successful implementation requires a thorough analysis of the context to get a deep understanding of the problem. Decision-making should be data driven.

**Consensus building:** It is important to have consensus and cooperation amongst all stakeholders from the very beginning of the process. Consultations and collaborative approaches work best to achieve this. Building partnerships between the government, private sector and CSOs helps achieve coordination to enhance service delivery.

**Personnel Management:** Organizations must invest in staff training and sensitization to familiarize employees with new systems and gain their cooperation. Staff must be made to realize that they are important stakeholders in bringing about change. Involving them in consultations about improving the system is one way to do that.

**Institutional Change:** Reform works best in an enabling environment. Sometimes, it may be necessary to formulate laws and policies to help sustain reforms. Setting up autonomous constitutional bodies is a good way to avoid disruption of reforms due to changing governments.

**Communication:** Clear and regular communication from the government about reforms helps people adapt to change. Knowledge and awareness about new systems helps address resistance and instil faith in the government's intentions. It is important to set out goals and benchmarks for service delivery and communicate these to concerned officials to meet targets. Authorities must also collect regular information and publicize results to establish a transparent and accountable system.

**Technology:** Technology is a powerful tool that can help streamline government operations and achieve efficiency. Innovations must be adapted to local conditions for best results. Most countries face a digital divide, with some sections of the population lagging behind others in terms of access to technology. Even when digital services are supplied in such areas, number of users willing and able to avail of them can remain limited. Education and advocacy efforts will help address the problem of low demand for e-governance.

**Citizen-centric approach:** The citizen is the focus of all government activity. Deepening of democracy requires mainstreaming citizen concern into the government agenda. Organizations must simplify procedures and make services more accessible to the common citizen.

Sharing of global best practices helps countries get exposure to new ways of achieving excellence in public service delivery. Consultation with experts from various departments is an enriching knowledge sharing-experience that benefits the global community as a whole. It is hoped that this process will continue through the Global Community of Practice on

Government Performance Management, an initiative of the UNDP, the World Bank and the Institute of Public Enterprise.

## 9 Annexures

### 9.1 Annex 1: Agenda

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**INTERNATIONAL SYMPOSIUM ON  
EXCELLENCE IN PUBLIC SERVICE/PUBLIC ADMINISTRATION**

October 7 – 8, 2014,  
The Taj Mahal Hotel, Mansingh Road, New Delhi, India

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*Organized by*



**Department of Administrative Reforms and Public Grievances (AR&PG)**  
**MINISTRY OF PERSONNEL, PUBLIC GRIEVANCES & PENSIONS**  
**Government of India**

*In collaboration with*



*Empowered lives.  
Resilient nations.*

**United Nations Development Programme, India**

**Day 1: Tuesday, October 07, 2014**  
Venue: Diwan-I-Am, The Taj Mahal Hotel

TIME	ACTIVITY
08:15 AM - 09:15 AM	<b>REGISTRATION</b>
09:15 AM - 09:20 AM	<b>INAUGURAL SESSION</b> Lighting of Lamp Welcome and Introductory Address
09:20 AM - 09:25 AM	Mr. N Ravi Shanker <b>Secretary, Administrative Reforms &amp; Public Grievances (AR &amp;PG) Government of India</b>
09:25 AM - 09:30 AM	Ms. Lise Grande <b>UN Resident Coordinator &amp; UNDP Resident Representative, India</b>
09:30 AM - 09:40 AM	Mr. Ajit Kumar Seth <b>Cabinet Secretary, Government of India</b>
09:40 AM - 09:50 AM	<b>Key Note Speaker</b> Dr. Jitendra Singh <b>Minister of State for Ministry of Personnel, Public Grievances and Pensions and Minister of State in the Prime Minister's Office, Government of India</b>
09:50 AM - 09:55 AM	<b>Vote of Thanks</b> Mr. Arun Jha <b>Additional Secretary, Administrative Reforms &amp; Public Grievances (AR &amp;PG), Government of India</b>
09:55 AM - 10:05AM	Group Photo
	<b>Technical Session I: GLOBAL BEST PRACTICES IN PUBLIC ADMINISTRATION REFORMS</b>  Chair: Dr. Anup K. Pujari Secretary Ministry of Mines, Government of India
10:05 AM - 10:25 AM	Best Practice/Initiative: <b>Public Services Reform, CANADA</b>

TIME	ACTIVITY
10:25 AM - 10:40 AM	Department/Office: Public Service Commission, Canada Speaker: Mr. Daniel Tucker, Commissioner  Question and Answer session
10:40 AM - 11:00 AM	Best Practice/Initiative: <b>Performance Framework Reform, UNITED KINGDOM</b> Department/Office: UNDP Global Centre for Public Service Excellence, Singapore Speaker: Mr. Max Everest-Phillips, Director
11:00 AM - 11:15 AM	Question and Answer session
<b>11:15 AM - 11:30 AM</b>	<b>Tea / Coffee Break</b>
11:30 AM - 11:50 AM	<b>Technical Session I: (continued)</b> <b>GLOBAL BEST PRACTICES IN PUBLIC ADMINISTRATION REFORMS</b>  Chair: Dr. Prajapati Trivedi Former Secretary & Chairman, NACWC, Government of India  Best Practice/Initiative: <b>Promoting Budget Management , SINGAPORE</b> Department/Office: Ministry of Finance (Budget Forecasting), Singapore Speaker: Mr. Devadas Krishnadas, Former Secretary, Ministry of Finance
11:50 AM - 12:05 PM	Question and Answer session
12:05 PM - 12:25 PM	Best Practice/Initiative: <b>Civil Services Reform, GHANA</b> Department/Office: Public Service Commission, Ghana Speaker: Mr. Robertson Nii Akwei Allotey, Commissioner
12:25 PM - 12:40 PM	Question and Answer session
<b>12:40 PM - 1:40 PM</b>	<b>LUNCH BREAK</b>
	<b>Technical Session II:</b> <b>IMPROVING THE DELIVERY OF PUBLIC SERVICES</b>  Chair: Mr. Anurag Goel Former Secretary, Government of India

TIME	ACTIVITY
1:40 PM - 2:00 PM	Best Practice/Initiative: <b>Midwives Services Scheme, NIGERIA</b> Department/Office: The National Primary Health Care Development Agency (NPHCDA) Speaker: Dr. Ado Jimada Gana Muhammad, Executive Director/CEO
2:00 PM - 2:20 PM	Best Practice/Initiative: <b>State Wise Attention on Grievances by Application of Technology (SWAGAT), INDIA</b> Department/Office: Chief Minister's Office, Gujarat Speaker: Mr. Ajay Bhadoo, Secretary to the Hon'ble Chief Minister of Gujarat, India
2:20 PM - 2:40 PM	Best Practice/Initiative: <b>Electronic Single Window procession of foreign trade and customs formalities, SENEGAL</b> Department/Office: <b>GIE GAINDE 2000, Ministry of Trade, Investment &amp; Industries</b> Speaker: Mr. Ibrahima Nour Eddine Diagne, Administrateur Général/ Managing Director
2:40 PM - 3:00 PM	Question and Answer session
<b>3:00 PM - 3:15 PM</b>	<b>TEA / COFFEE BREAK</b>
3:15 PM - 3:35 PM	<b>Technical Session II: (Continued)</b> <b>IMPROVING THE DELIVERY OF PUBLIC SERVICES</b>  Chair: Mrs. Chitra Chopra Former Secretary, Government of India  Best Practice/Initiative: <b>Documento Nacional de Identidad (DNI) De Menores Y Su impacto En El Ejercicio De Los Derechos Humanos Registro Nacional de Identificación y Estado Civil (RENIEC), PERU</b> Department/Office: Restore Identity & Social Support, RENIEC Speaker: Mr. Carlos Reyna, Manager
3:35 PM - 3:55 PM	Best Practice/Initiative: <b>Collaboration Testing and Innovation Saga Project, JAPAN</b> Department/Office: <b>Saga Prefectural Government</b> Speaker: Mr. Hiroichi Kawashima, Special Advisor of the Government of Saga

TIME	ACTIVITY
3:55 PM - 4:15 PM	<p>Best Practice/Initiative: <b>Regularised Informal Settlements, TANZANIA</b>            Department/Office: Public Service Management, President's Office            Speaker: Mr. George D Yambesi, Permanent Secretary</p> <p>Question and Answer session</p>
4:15 PM - 4:35 PM	
<b>4:35 PM - 4:50 PM</b>	<b>TEA / COFFEE BREAK</b>
4:50 PM - 5:10 PM	<p><b>Technical Session III:</b>  <b>ADVANCING KNOWLEDGE MANAGEMENT IN GOVERNMENT/            PROMOTING WHOLE OF GOVERNMENT APPROACHES IN THE            INFORMATION AGE</b></p> <p>Chair: Dr. Vivek Kumar Agnihotri            Former Secretary, Government of India</p> <p>Best Practice/Initiative: <b>e-Kasih, MALAYSIA</b>            Department/Office: Implementation Coordination Unit, Prime Minister's            Department            Speaker: Mr. Aizul Fidy bin Kamarudin, Deputy Director</p> <p>Best Practice/Initiative: <b>e- Government Authority Initiative, BAHRAIN</b>            Department/Office: Ministry of Health            Speaker: Mr. Mohd. Abdulelah Hasane, Computer System Analyst</p> <p>Question and Answer session</p>
5:10 PM - 5:30 PM	
5:30 PM - 5:50 PM	
<b>5:50 PM - 8:00 PM</b>	<b>BREAK</b>
<b>8:00 PM - 10:00 PM</b>	<p><b>WELCOME RECEPTION &amp; DINNER</b>            Venue: Long Champs, Hotel Taj Mahal</p> <p>Odissi Dance - Recital by Ms. Madhavi Mudgal</p> <p>Bharatanatyam Dance - Recital by Ms. Geeta Chandran</p>
8:30 PM - 8:50 PM	
8:50 PM - 9:10PM	

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**INTERNATIONAL SYMPOSIUM ON  
EXCELLENCE IN PUBLIC SERVICE/PUBLIC ADMINISTRATION**

October 7 – 8, 2014, New Delhi, India  
Venue: Diwan-I-Am, The Taj Mahal Hotel

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**Day 2: Wednesday, October 08, 2014**

TIME	ACTIVITY
09:00 AM - 09:20 AM	<b>Technical Session III:</b> (Continued from day1) <b>ADVANCING KNOWLEDGE MANAGEMENT IN GOVERNMENT/PROMOTING WHOLE OF GOVERNMENT APPROACHES IN THE INFORMATION AGE</b>  Chair: Mr. Sanjay Kothari, Secretary, Department of Personnel and Training (DoPT), Government of India  Best Practice/Initiative: <b>TTBizLink, Single Electronic Window, Republic of TRINIDAD AND TOBAGO</b> Department/Office: Ministry of Trade, Industry, Investment and Communications Speaker: Mr. Neshan Singh, Single Electronic Window (SEW) Specialist
09:20 AM - 09:40 AM	Best Practice/Initiative: <b>Dubai Smart Government Department, UNITED ARAB EMIRATES</b> Department/Office: Implementation and Planning unit, Dubai Smart Government Speaker: Mr. Marwan Salem Bin Haider, Executive Director
09:40 AM - 10:00 AM	Best Practice/Initiative: <b>Uruguay Concursa Portal, URUGUAY</b> Department/Office: The National Civil Service Bureau (ONSC), Office of the president of Uruguay Speaker: Mr. Osvaldo Almeida, Gestión de Proyectos
10:00 AM - 10:20 AM	Question and Answer session
10:20 AM - 10:35 AM	<b>TEA / COFFEE BREAK</b>

TIME	ACTIVITY
	<b>Technical Session IV: PROMOTING GENDER RESPONSIVE DELIVERY OF PUBLIC SERVICES</b>  Chair: Ms. Radha Singh, Former Secretary, Government of India
10:35 AM - 10:55 AM	Best Practice/Initiative: <b>Mission Convergence, INDIA</b> Department/Office: Samajik Suvidha Sangam, Govt. of National Capital Territory of Delhi Speaker: Ms. Rashmi Singh, Former Executive Director
10:55 AM - 11:15 AM	Best Practice/Initiative: <b>Isange One Stop Centre, RWANDA</b> Department/Office: Rwanda National Police Speaker: CIP Shaffigah Murebwayire
11:15 AM - 11:35 AM	Best Practice/Initiative: <b>Chapeu de Palha Programme, BRAZIL</b> Department/Office: Pernambuco State Secretariat for Women, Secretaria de Planejamento e Gestao - PE Speaker: Ms. Cristina Buarque
11:35 AM - 11:55 AM	Question and Answer session
<b>11:55 AM - 12:10 PM</b>	<b>TEA/ COFFEE BREAK</b>
	<b>Technical Session IV: (Continued) PROMOTING GENDER RESPONSIVE DELIVERY OF PUBLIC SERVICES</b>  Chair: Mr. Max Everest-Phillips Director, UNDP Global Centre for Public Service Excellence, Singapore
12:10 PM - 12:30 PM	Best Practice/Initiative: <b>Creating access to Education for Disadvantaged Female Civil Servants Ethiopian Civil Service University, ETHIOPIA</b> Department/Office: Ethiopian Civil Society University Speaker: Dr. Hailemichael Abera, President
12:30 PM - 12:50 PM	Best Practice/Initiative: <b>CatalogoOrientador de Gastos Politicas de Equidad de Gernerio, ECUADOR</b> Department/Office: Ministry of Finance Speaker: Ms. Carola Yanez, Senior Advisor

TIME	ACTIVITY
12:50 PM - 1:10 PM	Question and Answer session
<b>1:10 PM - 2:15 PM</b>	<b>LUNCH BREAK</b>
	<b>Technical Session V: IMPROVING TRANSPARENCY, ACCOUNTABILITY AND RESPONSIVENESS IN THE PUBLIC SERVICE</b>  Chair: Mr. S.P. Jakhanwal Former Secretary, Government of India  2:15 PM - 2:35 PM Best Practice/Initiative: <b>The Integrity Assessment, REPUBLIC OF KOREA</b> Department/Office: Anti-Corruption Survey and Evaluation Division, Anti- Corruption and Civil Rights Commission Speaker: Mr. Donghyun Kim, Deputy Director  2:35 PM - 2:55 PM Best Practice/Initiative: <b>Public Service Delivery through e-Gov at the Grassroots level, BANGLADESH</b> Department/Office: Cabinet Division Speaker: Mr. Md. Moyeen Uddin, Additional Secretary  2:55 PM - 3:15 PM Question and Answer session
<b>3:15 PM - 3:30 PM</b>	<b>TEA/ COFFEE BREAK</b>
	<b>Technical Session V: (continued) IMPROVING TRANSPARENCY, ACCOUNTABILITY AND RESPONSIVENESS IN THE PUBLIC SERVICE</b>  Chair: Mr. Anil Razdan, Former Secretary, Government of India  3:30 PM - 3:50 PM Best Practice/Initiative: <b>Integrating Network And Community Participation for Effective Malaria Management in Tha Song Yang Di THAILAND</b> Department/Office: Office of Disease Prevention and Control, Department of Disease Control, Ministry of Public Health Speaker: Dr. Sakchai Chaiyamahapark, Director  3:50 PM - 4:10 PM Best Practice/Initiative: <b>Mobile Seva, INDIA</b> Department/Office: Department of Electronics and Information Technology

INTERNATIONAL SYMPOSIUM ON EXCELLENCE IN PUBLIC SERVICE/PUBLIC  
ADMINISTRATION  
October 7 - 8, 2014, New Delhi, India

TIME	ACTIVITY
4:10 PM - 4:30 PM	(DeitY), Ministry of Communications & Information Technology, Government of India Speaker: Dr. Rajendra Kumar, Joint Secretary, DeitY  Question and Answer session
4:30 PM - 4:50 PM	SUMMING UP Mr. Jaco Cilliers <b>UNDP Country Director, India</b>
4:50 PM - 5:00 PM	VOTE OF THANKS Mr. Arun Jha <b>Additional Secretary, Department of Administrative Reforms &amp; Public Grievances (AR &amp;PG), Government of India</b>

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## 9.2 Annex 2: Concept Note



Empowered lives.  
Resilient nations.

### INTERNATIONAL SYMPOSIUM ON EXCELLENCE IN PUBLIC SERVICE/PUBLIC ADMINISTRATION 7-9<sup>th</sup>, October 2014

#### I. Background & Rationale

An efficient public administration system lays the foundation for a transparent and accountable government and fosters equitable growth. In the present times of transitioning democracies and economies, it has become essential that nations share and support each other in building strong public service systems for economic growth, peace and stability.

The Department of Administrative Reforms and Public Grievances (DARPG), Ministry of Personnel, Public Grievances and Pensions, Government of India (GoI) is implementing a project on “Strengthening Public Administration and Governance” with support from United Nations Development Programme (UNDP).



In the context of this partnership, DARPG and UNDP aim to create knowledge exchange opportunities to provide access to existing good practices on public administration and governance.

The first ‘International Symposium on excellence in public service/ public administration’ will be held from 7-9 October 2014 in New Delhi, India. This Symposium will be held every year in the month of October in India.

It will be a one of its kind learning opportunity that will provide a platform for cross learning and sharing of successful practices in governance, including e-governance and m-governance and global examples of public administration reforms. Besides facilitating an exchange of best practices in public administration, the International Symposium will delve into factors that support implementation of good practices, as well as challenges that had to be overcome during the process, what worked and what did not work.

## **II. Objectives of the International Symposium on Excellence in Public Service/Public Administration**

The major objectives of the International Symposium will be:

-  To foster a spirit of excellence in Public Administration;
-  To Disseminate and learn from the innovative practices and extraordinary achievements in improving public administration and governance globally.

## **IV. Structure of the Symposium & Nature of Participation**

The Symposium will be structured around select themes viz. Public Service Delivery, e-Governance, anti-corruption, citizen centric measures etc.

- Improving transparency, accountability and responsiveness in Public Service
- Preventing and combating corruption in the Public Service
- Improving the delivery of public services
- Advancing knowledge management in Government/Promoting whole of Government approaches in the Information age
- Promoting Gender Responsive delivery of Public Services
- Global Best Practices in Public Administration Reforms

UNDP and DARPG have identified global best practices across the themes listed above. The best practice initiatives have been drawn largely from award-winning UNPSA (United Nations Public Service Awards) and CAPAM (Commonwealth Association for Public Administration & Management) initiatives. The best practice examples of broader public administration reform (across-Departments or whole of government) have been identified through UNDP's research and global knowledge base. The best practices being presented would ideally be at least 2 years in existence and would have had demonstrated impact. The participants at the Symposium will include Government representatives from departments that have initiated/implemented the identified best practices or from departments responsible for public administration reforms or. There will be one representative from each country. Each of the countries will be given a time slot of 20 minutes to present their best practice.

Government of India participation will include senior government officials from Central and State Governments, Prime Minister's Award Winners for Excellence in Public Administration and other officials recognized for excellence in public service.

### **9.3 Annex 3: Background Note**

#### **BACKGROUND NOTE**

The Department of Administrative Reforms and Public Grievances (DARPG), Ministry of Personnel, Public Grievances and Pensions, Government of India (GoI) in collaboration with United Nations Development Programme (UNDP) will host the “International Symposium on Excellence in Public Administration/Public Service” from 7- 8<sup>th</sup> October, 2014.

The aim of the International Symposium is to showcase global best practices in public administration and public service delivery. The objectives are to foster a spirit of excellence in public administration, disseminate and learn from the innovative best practices and extraordinary achievements in improving public administration and governance, and facilitate replication of high impact initiatives.

Speakers from around 23 countries will present their best practices and reform initiatives. These countries include: Bangladesh, Brazil, Bahrain, Bhutan, Canada, Dubai, Ethiopia, Ecuador, Ghana, India, Japan, Korea, Malaysia, Nepal, Peru, Senegal, Singapore, Sri Lanka, Tanzania, Thailand, Trinidad and Tobago, United Kingdom, and Uruguay.

The Symposium will be structured around select themes including:

- Global Best Practices in Public Administration Reforms
- Improving the delivery of public services
- Advancing knowledge management in Government/Promoting whole of Government approaches in the Information age
- Promoting Gender Responsive delivery of Public Services
- Improving transparency, accountability and responsiveness in Public Service

Participants will include senior officers/representatives from Central and State Governments, International Organizations, Central and State Training Institutions etc.

DARPG and UNDP have identified these global best practices largely from the United Nations Public Service Awards (UNPSA) and Commonwealth Association for Public Administration and Management (CAPAM) Awards. The best practice examples of broader public administration reform (across - Departments or whole of government) have been identified through UNDP's research and global knowledge base.

**Inauguration:** The Symposium would be inaugurated by Dr. Jitendra Singh, Hon'ble Union Minister of State for Personnel, Public Grievances and Pensions and Prime Minister's Office. Other eminent guests include, Shri. Ajit Kumar Seth, Cabinet Secretary, Shri. N. Ravi Shanker, Secretary-Administrative Reforms and Public Grievances, Shri. Arun Jha, Additional Secretary-Administrative Reforms and Public Grievances, Ms. Lise Grande, United Nations Resident Coordinator and UNDP Resident Representative, India.

#### **9.4 Annex 4: One Pagers On Best Practices**

**Name of Initiative/best practice:** National Health Information System (I-SEHA)

**Country:** Bahrain

**Agency/department:** Ministry of Health

##### **The Initiative**

I-SEHA programme was undertaken by the Ministry of Health (MoH) for replacement of the existing Health Information System in Salmaniya Medical Complex, King Hamad General Hospital, MoH peripheral hospitals and all health centers with a modern, intelligent and integrated clinical and administrative system. This system assists in the daily operations and clinical practice and provides real time online analytical decision support tools for analyzing retrospective information.

##### **Characteristic features of the programme**

I-SEHA programme aims to implement a National Health Information System that applies the latest techniques on health services to ensure paperless health services for citizens and residents of the country.

Its main objectives are to:

- Enhance the quality of patient care and safety as a result of a better flow of health information among professionals
- Increase patient satisfaction with the system
- Improve and warranty the continuum of care within the current flow (from primary to secondary care)
- Facilitate citizen access to health services
- Reduce costs
- Facilitate clinical safety by supporting professional access to information
- Optimize and standardize clinical processes
- Increase the knowledge related to health (patients health and healthcare activity)

Health Information Directorate (HID) from the Ministry of Health of the Kingdom of Bahrain has led the programme with financial support from the MoH and technical support from INDRA, a multinational company in the field of implementation of health information systems.

##### **Change Management Process**

I-SEHA optimizes the usage of existing information technology in other Government Organizations such as the Financial Management Information System and the Human

Resource Information System. Coordination with government agencies ensures complementarity and avoids duplication of effort and cost.

Major phases of the I-SEHA were

- Planning and vendor selection- identification of potential uses and benefits of the system, cost analyses and contract negotiation
- Analysis of existing workflow and needs of the MoH
- Preparing a customized version of the different modules included in I-SEHA.
- Awareness, training and user support.
- Optimization is the final stage wherein all health care centers need to continuously customize and update the system to meet user and patient needs, train staff on an ongoing basis, compare projected and actual costs, and use the system to meet organizational goals and improve outcomes.

Data collected through I-SEHA helps to review and draw conclusions on the usage of the system. The business intelligence system provides data in real time so the monitoring of the performance is done regularly and frequently. The satisfaction of health care providers about the usability, speed, quality of the training etc. is regularly monitored.

The transition period was challenging, in which both systems, the old one (paper-based) and the new one (electronic) coexisted. The ensuing difficulties and confusion could only be solved with frequent training, constant communication and a strong support area. In order to ensure that technology is accepted, three parallel strategies were adopted:

- Create a network of key professionals which communicates frequently and openly on the status of the project.
- Create and implement a robust internal communication plan to empower the employees and ensure they carry a unified and coordinated message. Internal communications provided the critical data points needed
- Outline the purpose and benefits of meaningful use.

### **Lessons learnt**

- The MoH of Bahrain has always believed that technology is a means to improve an institution's performance goals and not a goal in itself. Technology must never substitute human touch.
- Experience has shown the importance of investing heavily in and requiring upfront training for all staff members in order to avoid negative impacts on workflow, costly setbacks, and productivity losses.
- Change management strategy is important since it helps the technological deployment process and minimizes the risk of resistances. Healthcare professionals are the real value of health systems. The commitment of professionals and stakeholders is absolutely essential to get satisfactory results from this process; and it takes time and several strategies.
- End users opinion must be taken seriously into consideration.

**Sustainability**

The implementation of I-SEHA entails an important return of investment due to several financial savings and many intangible benefits that translate into monetary savings, e.g. better quality of care, improved patient safety and increased patient satisfaction. The financial and political support for I-SEHA makes it a sustainable initiative.

**Website**

<http://unpan3.un.org/unpsa/PublicNominationProfilev2014.aspx?id=2734>

**Name of Initiative/best practice:** Public Service Delivery through E-Governance at the grassroots level

**Country:** Bangladesh

**Agency/Department :** Prime Minister's Office and Cabinet Division

### **The Initiative**

Widespread outdated manual process of service delivery has severely affected the poorer cross-section of the people in Bangladesh. The Government set 'Digital Bangladesh' concept in 2009 with the aim of introducing e-governance in the country. The grassroots people were targeted to access the e-governance facilities by establishing Union Information and Service Centres (UISC) which was later transformed into Union Digital Centres (UDC). The UDCs, located at the lowest tier of local government institutions, have become one-stop service delivery points for the rural people of the country that help save time and money of the service recipients and also reduce visits to government offices for getting services. A large pool of skilled and semi-skilled human resources are benefiting from job opportunities created by UDCs. The UDCs are gradually transforming into 'Government Services Hub' at the local government level.

### **Characteristic features of the programme**

The main focus of this programme is to improve quality, widen access and decentralize delivery of public services to ensure responsiveness and transparency, in order to benefit people who are deprived of quality services from the government agencies.

The government of Bangladesh identified e-governance as a strategy for establishing good governance and bringing administrative reforms. Under the technical support of the United Nations Development Programme (UNDP), Access to Information (A2I) Programme was initiated in 2009 at the Prime Minister's office. The Cabinet Division is a key partner in implementing the programme across the country. UNDP provides technical support for monitoring the initiative.

The services facilitated by the UDCs are birth registration, land records, mobile banking, admission application to the universities, results of public examinations, providing government forms etc. Besides, Monthly Pay Order (MPO) list of the teachers, information related to agricultural activities such as pest control, land management etc. is also available through e-services. The services have improved inclusiveness for the marginalized people like women, elderly, ethnic minorities and physically challenged people. Service partners of the programme include public and private sector banks, insurance companies, telecommunication companies, and non-government organisations.

### **Change Management Process**

The government of Bangladesh identified e-governance as a strategy for establishing good governance and bringing administrative reforms. To create an enabling atmosphere, the government enacted the Information and Communication Technology Act, 2009 and revised the National Information and Communication Technology (ICT) Policy. Involvement of all stakeholders in implementation of the programme made it a success in a number of areas of governance and service delivery. Mobile banking created opportunities for speedy financial transactions and ensured financial inclusion

The UDCs implemented by A2I Programme are instrumental in changing the traditional mindset of public service delivery in the rural areas.

### **Challenges:**

There is a serious shortage of skilled labour in spite of growth in ICT education in Bangladesh. Another hurdle is the low level of ICT preparedness, including poor ICT infrastructure, minimal penetration and low usage. This is being overcome by developing infrastructure to match the programme goals.

### **Lessons learnt**

The government's commitment to capacity development for district administrators (through training sessions) has led to an accelerating commitment to the use of ICTs in the public sector, in line with the stated aims of the A2I programme.

### **Website**

[www.cabinet.gov.bd](http://www.cabinet.gov.bd)

**Name of Initiative/best practice:** Chapéu de PalhaMulher

**Country:** Brasil

**Agency/department:** Pernambuco State Secretariat for Women

### **The Initiative**

Chapéu de Palha is an innovative programme run by the Secretariat for Women's Policies of the State of Pernambuco (SecMulher). Launched in 2007, the programme builds on a safety net and provides training for women to leave low paid, arduous jobs in order to improve their access to employment opportunities that women have historically been unable to access like plastering, plumbing, electrical, motorcycle mechanics, etc. The initiative has created a space for the construction of new social and political relations between rural women, the government and non-governmental feminist organisations.

Currently the programme runs in 92 of the 184 municipalities of the state and 2,153 'educadoras' (educators) and 2,391 'recreadoras' (to care for women's children) were trained, linked to 40 feminist or women's organisations. The course in public policies, rights and citizenship has enabled women to gain greater self-esteem, believe that they had a right to have rights, expand their horizons and gain greater clarity about what is acceptable and unacceptable behaviour towards them.

### **Characteristic features of the programme**

The objective is to transform the prospects of rural women in Pernambuco by equipping them with the personal and professional skills to bring about positive changes in their lives. The programme, which offers women training in skills, runs during the months between sugar cane harvests. It also scaled up to include irrigated fruit plantation workers and artisanal fisherwomen. This is a time of hunger due to few alternative income generation opportunities. Trainees are paid a stipend and provided with childcare, transport and food to enable them to participate in the courses.

By inserting a capacity development component that delivers training in rights, citizenship, personal and professional development as a precursor to employment training, the programme has sought to intensify its empowering effects.

Along with civil society organisations, the programme has helped amplify and strengthen a network of women's organisations throughout the poorest parts of the state. The role of these organisations in implementing policies for women extends beyond this programme to raising awareness on domestic violence, and mobilising women to claim their rights.

The initiative was resourced by the State of Pernambuco via SecMulher. Funds were raised from Federal Government to support the formation of a network of community-

based support workers for the implementation of public policies for rural women and from UN Women to appoint technical advisors.

### **Change Management Process**

The programme takes to scale insight that empowerment is about more than increasing women's access to opportunities for generating an income. Three enabling factors that produced 'accelerator effects' are

- Enhancing women's self-esteem
- Enhancing women's knowledge about her world, her rights and the duties of others towards her, including her right not to be subjected to domestic violence
- Expanding women's 'horizons of the possible'

The initiative created real opportunities for women's economic empowerment, by lowering the bar for women's entry in public training institutions, on the grounds of their historical disadvantage. It sought to rapidly institutionalise support for women graduates and to create a network that can sustain the changes that the programme is bringing about.

A major difficulty has been reaching women since an initial form of Chapéu de Palha was targeted at men from rural workers' unions. The Secretary for Women's Policies negotiated with the co-ordinator of the programme to permit rural workers to sign up their mothers, daughters and sisters in their place. In 2009, the Ministry of Women found it challenging to carry out the programme in the region of irrigated horticulture which had little experience in training and organising women. Experienced persons from the sugar cane area trained co-ordinators, educadoras and recreadoras in gender equality, as well as the pedagogic methods they used for working with rural women.

### **Challenges**

The inclusion of qualified women in the labour market continues to be a challenge but with ongoing negotiations, attitudes are slowly changing. The programme has been implemented in a way that has ensured transparency and accountability, thus circumventing clientelism.

### **Sustainability**

Sustainability has been at the heart of the programme. The approach has been to enlist, engage and build capacity at every level, so that the programme leaves lasting capacities behind in the institutions with which it interacts. The initiative has been scaled up every year since its inception in 2007. The innovation of linking cash transfers to employment training programmes that involve a preliminary course in rights and citizenship is worth adapting in other contexts.

## **Lessons learnt**

Combining the personal with the professional in employment training can help to ensure sustainability and efficacy, and can have markedly positive results on women's capacity to learn and to use what they learn to make changes in their lives. A simple but obvious lesson is that for poor and marginalised women to participate, they need to be provided with the means to do so – childcare, transport and something to eat. By paying attention to what women need to be able to take part, the programme has also demonstrated to them that they matter.

**Website:** [www.secmulher.pe.gov.br](http://www.secmulher.pe.gov.br)

**Name of Initiative/best practice:** A Collective, Merit-Based Approach to Managing Workforce Adjustment

**Country:** Canada

**Department:** Public Service Commission

### **The Initiative**

In the face of global economic uncertainty, public service organizations across jurisdictions are faced with spending reduction and workforce reduction requirements. In 2012, the Canadian Public Service Commission embarked on a workforce adjustment exercise the details of which are below:

- What: A collective, merit-based approach to managing workforce adjustment
- Lead agencies: A whole-of-government effort involving central HR organizations, departments and agencies
- The need: To reduce the size of the Canadian public service
- Broad objective: To implement a responsible and coherent approach to managing public servants faced with job loss
- Benefits: The public service retained and redeployed skilled and experienced employees, and identified skill sets that are no longer required

### **Characteristic features of the programme**

- The need to reduce the size of the Canadian federal public service using a responsible and coherent approach to managing public servants faced with job loss.
- A *whole-of-government* effort involving central human resources organizations, departments and agencies.
- Engagement and priority setting involving human resources management partners; capacity building and training to ensure effective roll-out; consistent communication, collaboration and coordination.
- Sampling of processes conducted and study based on findings from the 2012 and 2013 surveys of staffing were used for monitoring the initiative.

### **Change management process**

- Stages: Central HR agencies proactively developed public service-wide tools and solutions promoting a responsible and coherent approach to managing public servants faced with potential job loss as a result of the workforce reduction initiated in 2012. The public service anticipated and took advantage of opportunities to strategically plan for human resources needs by managing vacancies and using attrition to minimize the number of employees affected once the workforce reduction process was initiated; reductions were guided by key directive documents; affected employees were provided with several options to manage their affected status.

- Shared accountability between organizations responsible for human resources management and deputy heads in organizations, an enabling legislation, and a mature delegated system with appropriate checks and balances were enabling factors for the initiative's success.

### **Sustainability**

The requirement for leaner public service organizations may become a reality in other jurisdictions wherein this model can be applied.

### **Lessons learnt**

- Clear and timely communication is essential to effective messaging.
- Tools should be in place to facilitate execution once policy announcements are made.
- Engagement at all levels ensured responsive attention to policy and systems issues.
- Extensive consultation and collaboration with stakeholders and establishing a community of practice helped bridge the organization-central agency gap and allowed capacity to be scaled up quickly and effectively.

### **Website**

[www.cfp-psc.gc.ca](http://www.cfp-psc.gc.ca)

**Name of Initiative/best practice:** The Gender Approach In the State Budget

**Country:** Ecuador

**Agency/department:** Ministry of Finance

### **The Initiative**

Ecuador was lacking an institutionalized approach to include gender aspects into its budgeting process. It was difficult to discern the level of resources invested in gender and whether this was done at all. The concept of “gender budgeting” was new and required a change of mind-set to recognize its value.

With the assistance of UN Women and through internal advocacy and capacity building, the necessary conditions for including gender diversity into the budgeting processes were created.

A major impact was establishing an institutional culture of accountability and transparency in the use of public resources for reducing gender gaps. Since 2005, the gender responsive budgeting initiative in Ecuador has made significant contribution towards ensuring that national planning and budgeting processes incorporate a gender perspective; and has been recognized as a good practice in other countries in the region at local and national levels.

### **Characteristic features of the programme**

- Awareness and capacity building on gender in the Ministry of Finance staff and other public sector institutions
- Generation of tools and techniques to incorporate a gender perspective in the national budget including advice to key public sector institutions
- Creative and playful methodology
- Exchange of experiences with other countries

### **Change Management Process**

The Ministry of Finance created a Gender Unit to operationalize a Memorandum of Understanding signed with UN Women, to serve as the framework for implementing gender budgeting and other guidelines. By bringing together advocates of gender equality and key national stakeholders (parliamentarians, planning and budgeting officers and other government actors) and building their capacities to ensure that budget policies and outcomes are gender-responsive, the unit created the necessary awareness and capacity within the public sector. The Ministry also established technical tools and methodologies to incorporate a gender perspective in the national budget and continuously provided guidance to key public sector institutions for implementation.

### **Lessons learnt**

- A major impact was that an institutional culture of accountability was created; one that was transparent in the use of public resources for reducing gender gaps.

- This has facilitated the use of the information published in Gender Equity Reports by women's organizations in Ecuador. Members of the National Assembly started understanding the tool, which facilitated monitoring and advocacy of resources invested in gender.
- There is also an impact in academics, for example at the University of Cuenca, in the contents of the Gender Programme, students use the information from Gender Equity Reports for analysis and research.

**Sustainability:**

Wider dissemination and knowledge sharing has helped the program. Further, a continued capacity building process will enable in scaling up and sustain the practice.

**Contact details**

Soraya Arevalo, (Ministry of Finance, Ecuador)  
sarevalo@finanzas.gob.ec

**Website**

<http://www.finanzas.gob.ec/>

**Name of initiative/best practice:** Creating access to education for disadvantaged female civil servants

**Country:** Ethiopia

**Agency/department:** Ethiopian Civil Service University

### **The Initiative**

The initiative is about the empowerment of disadvantaged female civil servants through the provision of Bachelor and Masters level education, by the Department of Public Management of the Ethiopian Civil Service University. In the past women have been discriminated against and marginalized in the Ethiopian society. With the enrolment of women in higher education being limited, their participation in all sectors especially in the public services was almost negligible. This special admissions mechanism launched in 2010, focuses on female civil servants in general and from the four marginalized regions of Afar, Beni Shangul Gumz, Gambela and Somali in particular.

With the first batch completing their first year, interest in the programme has dramatically increased and intake has risen from 15 participants in each region to 20. Not only have the participants become role models in their respective civil service institutions and regions, the university has realized how female faculty members can be role models for their students. After two consecutive years of recruitment of female faculty with Masters degrees through advertisements in the local media, their number has reached 25 per cent of the total faculty.

### **Characteristic features of the program**

The general objective of the initiative was to empower disadvantaged female civil servants through the provision of resident scholarships for specialized university degrees (Bachelor and Masters) in Public Administration (PA). The Department of Public Management of the university was entrusted to implement the initiative with support from several other university units and the Ministry of Women, youth and children's affairs. It has been funded by the Ministry of Finance and Economic Development.

Key elements of the programme include

- Registration of applicants / civil servants with secondary education and selection and recruitment of same through entrance exam
- Admission / reception at Civil Service University
- Orientation and familiarization tour
- One semester pre-department preparation with tuition in English, Math, study skills, and assertiveness and stress management training
- Department proper modules in public administration in the first year along with tutorial and other support
- Recruitment of female faculty members for the university

An entrance exam consisting of aptitude, English and Math's tests was administered to select 15 candidates from each region.

### **Change management process**

The strategy adopted by the Civil Service University included

- Employing alternative approaches to the conventional highly competitive system of admission.
- Helping them to complete their study through tutorials
- Arrangement of full four-month semester of pre-session preparatory courses for those who come from the disadvantaged regions before they join the PA Department
- Provision of support relating to psycho-social counseling
- Access to the internet, developing computing skills and health services including those of a gynecologist based on needs analysis

There were challenges faced where many of these women hesitated to join the programme as they considered themselves inferior to their male counterparts. Many teachers in the university were not convinced if this initiative would succeed. The clinic staff was not happy with the recruitment of a gynecologist, as there was a resident General Practitioner already. Through active engagement and communication these concerns were addressed and a consensus amongst all the players was reached. The enabling factor was the initial push by stakeholders and the university management. Demand has been increasing for the extension of the opportunity to more women in the regions and civil service institutions, after they saw the benefits.

#### **Sustainability**

This initiative is sustainable as it has attracted a full budget from the Ministry of Finance and Economic Development. The regional governments and civil service institutions are supportive and the university has enhanced its capability and capacity of managing and delivering services. Other universities in the country are emulating this initiative.

#### **Lessons learned**

Given the opportunity and legitimate support, female civil servants can succeed in developing themselves through educational programmes and contribute effectively to the effort to improve public service delivery and the socio-economic transformation of the country. Negative attitudes will be encountered but these should be discussed frankly. With determined leadership, new initiatives are bound to succeed.

#### **Website**

[www.ecsu.edu.net](http://www.ecsu.edu.net)

**Name of Initiative/best practice:** Public Service Reform with Specific Emphasis on Performance Management System

**Country:** Ghana

**Agency/department:** Public Services Commission

### **The Initiative**

The Performance Management System (PMS) was brought about to address the deteriorating condition of the appraisal system of public servants. It enables a performance driven culture with emphasis on continuous feedback and employee development. The Public Services Commission has been the lead agency in the development and management of the new PMS in Ghana.

Some key outputs and benefits of this initiative have been towards:

- Enabling the Public Service to attract and retain talent
- Improvement in performance and customer sensitivity among public servants
- Promoting professionalization in human resource management
- Equal opportunities for progression on merit and recognition for all sexes, ethnic backgrounds, occupational groups and grades while ensuring high morale amongst public servants
- Contributing to higher productivity, strengthening ability of the public service to create an enabling environment for private sector operations and attainment of Millennium Development Goals

### **Characteristic features of the programme**

The goals of this Performance Management Policy are:

- To achieve institutional performance plans/goals and link individual and team performance objectives to the institutional performance goals.
- Provide a balanced approach for measuring performance results and competencies.
- Develop core competencies that reflect the values and skills necessary for individual and government success.
- Promote job satisfaction in a motivating environment and effectively manage rewards and sanctions in the Public Service.

The principles of the New Performance Management Policy Framework are:

- **Accountability:** Every individual, unit, department/division in the public service is to be held accountable on a continuous basis to his/her superior, the public/beneficiaries of services to ensure that national development goals and value for money for resources entrusted in his/her care are attained.
- **Transparency:** The process for holding individuals and Public Service Institutions accountable should, as much as possible, be transparent.
- **Equity:** The assessment process must be equity based.
- **Ownership:** The process and outcome of the assessment mechanism must be owned by the persons being assessed, the assessors, and all stakeholders.

The six stages involved in the process are:

- Performance Planning
- Performance Measurement
- Performance Monitoring
- Performance Evaluation
- Annual Performance Reporting/Appraisal
- Performance Improvement Plans

The funding has come from the Public Services Commission annual budgetary support from government. External technical assistance was also provided by the Australian Public Service Commission as part of its Africa Programme for Improving Public Administration Practice.

**Change Management Processes** All relevant public service institutions including the Universities and Management Development Institutes were involved, consulted and brought into the new system. The Appraisal Instruments were developed with support from the human resource managers and training providers from public service agencies and the private sector.

The focus of the system is to develop a more comprehensive approach to organizational performance and assessment and ensure stronger linkages between organizational planning on the one hand, and individual performance planning and measurement on the other. This framework should be used to support and develop people throughout their employment with the organization. Thus, the focus of assessment is on the individual as well as the institution. The new system approach includes the recognition for rewards, sanctions, training, as well as career development for the individual.

Head of Public Services/Chief Executives of Public Corporations have the responsibility to develop monitoring mechanisms and take corrective measures to deal with issues. The Public Services Commission may periodically conduct audit of organizational performance management practices to ascertain compliance by the Public Services/Institutions.

### **Sustainability**

To ensure the sustainability of the system a governance regime/structure has been introduced. This is all inclusive; capturing the overarching roles, responsibilities, authority relationships of the major stakeholders. It includes: Public Services Commission, Governing Councils and Boards, Heads of the Public Services/Chief Executives/ Chief Directors, Ministry of Finance and Economic Planning, the National Development Planning Commission and the Fair Wages and Salaries Commission.

### **Lessons learnt**

It is the quality of the skills, numbers and competencies of the personnel, which determine to a large extent the performance of the organization. However, for the organization to meet its stated objectives and rationale, it is imperative that the Performance Management function be strengthened to meet the goals of the organization.

INTERNATIONAL SYMPOSIUM ON EXCELLENCE IN PUBLIC SERVICE/PUBLIC  
ADMINISTRATION  
October 7 - 8, 2014, New Delhi, India

**Website** <http://www.psc.gov.gh/>

## **State Wide Attention on Grievances by Application of Technology (SWAGAT)**

**Country: India**

Agency/Department/Website: CM's Office, Gujarat <https://swagat.gujarat.gov.in>

### **About:**

The Chief Minister's Office in Gujarat operates an ICT based program for effective, transparent and speedy redressal of the grievances of the citizens at various levels of the Government throughout the State including that at the highest level by direct interaction with the Chief Minister. The programme is called **State Wide Attention on Grievances by Application of Technology, (SWAGAT)**.

SWAGAT was established as a response to address citizens' grievances and expectations in a manner that satisfies the citizen. The key to citizen satisfaction is efficiency, transparency and speed of grievance redressal; this is exactly what was lacking in the traditional system of grievance redressal prior to 2003. As with other governments, in Gujarat, grievance redressal was through a process of representations and repetitive applications at different levels. There wasn't a structured system for grievance redressal with monitorable outcomes. The paper-based process was cumbersome and lengthy. Without a structured mechanism of recording and responding to grievances neither the Ministers and officials nor the citizens themselves could track the grievances and the progress of the redressal. The erstwhile system lacked accountability and as a result citizens suffered; and those who suffered the most were the poorest, the least educated and the people based in remote areas.

### **Characteristic features of the programme:**

As a response to address citizens' grievances, SWAGAT was established with the following objectives:

- Attention on grievances to strengthen good governance
  - Analysis of the nature of grievances submitted to Government at all levels
  - Attention on the quality of redressal at all levels
- Activate administration to solve public grievances at State, District and Sub District Level
  - Monitoring the quality of grievance redressal by local administration
  - Solving the grievances from the top when they need such intervention

On the 4<sup>th</sup> Thursday of every month applicants/citizens arrive at the Chief Minister's Office in the morning. Grievances are scrutinised, registered and instantly transmitted online to the concerned authorities at the Secretariat level, District level and Sub-District level, whereupon the authorities input their replies by afternoon on the same day. From 3.00pm on the same day, the Chief Minister personally listens to the applicants one-by-one. The grievances as well as the replies of the concerned authorities are available through the system on a screen. The concerned secretaries are present along with the Chief Minister, for direct interaction with the aggrieved citizen, and district authorities are connected through video-conferencing.

After listening to all the aspects of the case from all sides, necessary instructions are given for resolving the grievance. A record is maintained in the SWAGAT database and a separate log is maintained for each case. There is a focus on monitoring the cases to ensure solutions are made according to instructions given by the Chief Minister. Citizens can view the status of their application online, using their allotted password and login at local Government Offices and at any internet access point.

**Change Management process:**

A significant development of SWAGAT is the systemised process that has been established. The entire administration at State, District and Sub-District level is prepared to give attention to public grievances through SWAGAT on the selected dates of the 4th Wednesday, and 4th Thursday of the month. A hard focus on outcomes has driven the system to ensure positive solutions. Attempts are made to offer a fair and acceptable solution on the same day and no applicant has ever left without any firm reply to his grievance along with a specific time limit for the same. Since the Chief Minister himself has great commitment to this program and interacts personally, there is greater attention to resolving cases successfully.

To ensure accountability at the lower level it is necessary that for the top authority, the grievances are only eligible if they have already been presented at the local level (such as the Sub-District and District Offices), and have not been resolved at this level. Hence, the system activates District and Sub-District level Government Officers to effectively deal with public grievances. Only if the grievance cannot be resolved at Sub-District or District level, then it will be referred to the Chief Minister. This system ensures most grievances are resolved at the local level effectively.

**Impact:** Several repetitive grievances have led to certain policy decisions thereby eliminating the cause of occurrence of such grievances. Thus it has served as an effective connect and feedback mechanism too. SWAGAT has ensured a high level of accountability and transparency. The monitoring system clearly reports at any point the number of cases and their progress. Quantitatively, over 94.46% of applications to SWAGAT have had positive results. As the system records and tracks cases through a software, only when a grievance has been solved can the matter be closed. The system allows automatic review of pendency of cases, focusing attention to resolve cases. SWAGAT is inclusive of all groups including illiterate people; they can access this application at local government offices. This saves time and cost of the public in transport and in lost working days.

**Sustainability:**

SWAGAT is now an institutionalized mechanism within the state government. Its decentralized mechanism of addressing grievances at district and lower levels has generated greater acceptance, trust and faith of people thereby making the system more responsive to needs of people.

**Lessons learned:**

Grievances will always be there and the governments need to devise a structured mechanism to hear to, respond and ensure those grievances are readily resolved to the satisfaction of citizens. Mechanisms like SWAGAT ensure high level of accountability and transparency from both citizens as well as service providers/government. Combined with it, appropriate use of technology has been vital to the process of grievance redressal. Political commitment and oversight of top management are crucial to this process.

**Contact details:**

Shri Ajay Bhadoo,  
IAS, Secretary to Hon'ble Chief Minister  
Government of Gujarat  
Chief Minister Office, Gujarat  
Phone No. 079-23250021/23  
Mobile: 9978406358

**Name of Initiative/best practice:** 'Collaboration Testing' and Innovation in 'SAGA' Project

**Country:** Japan

**Agency/department:** Information and Operations Improvement Division, Saga Prefectural Government

**The Initiative:** "Collaboration Testing" is an approach to enhance citizens' satisfaction level through enhancing the dialogues among the government, CSOs and the private companies. The Saga Prefectural Government devised 'Collaboration Testing' as a means of improving public-service delivery through knowledge sharing and collaboration with Civil Society Organizations (CSOs) and private businesses. Established in 2006, this initiative was in response to absence of any functioning platform for government, CSOs and the private sector to coordinate their efforts, combine their unique resources, jointly discuss and share ideas, and build partnerships for better working arrangements for better public-service delivery.

**Characteristic features of the programme:** Collaboration Testing involves three steps:

- Step 1: The government discloses how it delivers public services and calls for proposals on how, and to what extent, CSOs and the private sector could outperform the government in delivering any particular service.
- Step 2: Proposals are fully discussed and assessed.
- Step 3: Services are outsourced or agreements are made for public-private partnerships unless it is clear that the government can do the best job

During the discussion phase, the government shares the current status and manner in which a particular service is being provided to citizens. This is followed by inviting the private sector (private party or CSO) to present their proposals to suggest an alternative or better way to deliver the proposed service for which the government has invited the proposals. Following this, there is an in-depth discussion related to processes, modalities, costs, advantages and disadvantages of the proposal presented by the private party/CSO. This discussion is generally organized in the presence of the community where the service is proposed to be delivered. This allows for citizen participation through questions, clarifications, if any. The discussion results in explicitly outlining the merits and demerits of the proposal presented by the private party/CSO.

The proposal is either accepted or rejected by the government based on an extensive consultative process after discussing every aspect and dimension of the proposed modality of service delivery suggested by the private party or CSO. In case of rejecting any particular proposal, the government provides reasons on the ground of which the proposal was rejected. On the other hand, if the government/administration in charge cannot provide a clear rational for rejecting the proposal, the proposal is accepted and implemented. If a proposal is accepted, government and the other party which presented the proposal, enter into a contract on mutually agreed commitments and timelines. The whole process has resulted in wider acceptance of the decisions.

**Change Management Process:** The Collaborative Testing is based on transparent and consultative process that allows in-depth discussions between public and private players along with participation from communities. The openness and pro-active approach of government coupled with a client-oriented perspective has triggered wider participation from state and non-state actors to combine their efforts, and mobilize their resources to improve the levels of service delivery and satisfaction of citizens. Information disclosure by government is now a *norm* rather an exception as opposed to the earlier practice. This has resulted in greater

understanding between administration and public apart from enhanced levels of trust among the collaborating partners.

**Impact:** Apart from improvement in service delivery at various levels within Saga Prefecture, “Collaboration Testing” has changed the conventional decision-making approach from “*Government knows the best*” to a more consultative process involving state and non-state actors by involving private players and civil society organizations. Information disclosure rule changed from “*conceal in principle, inform on exemptions*” to “*inform in principle, conceal on exemptions*.” The Saga Project has not only helped solve the supply-demand mismatch regarding public services, but has also generated a new public sphere which is supported by multiple service providers—government agencies, CSOs and private enterprises-- rather than by government alone.

**Challenges:** Challenges that the project continues to face is the need to remain technologically viable in order to liaise with, and respond to a broad cross-section of civilian organizations. Second, the selection of the private partners/service providers must remain impartial in order to ensure continued interest and participation.

**Sustainability and replicability:** The sustainability and replicability of SAGA innovations is enhanced by the low costs involved and the high returns obtainable. The financial cost of implementing and sustaining Collaboration Testing are minimal; in fact it has resulted in reduction in government spending over the years.

**Lessons learnt:** An important lesson in Collaborative Testing was that the citizens’ sense of participation in civic life is awakened by successful involvement of CSOs and private companies in delivery of public services. As a result, citizens’ participation in regional administration has increased.

**Key success factors** that have enabled the continuity and sustenance of Collaborative Testing are information disclosure by the government, coming together of state and non-state actors, and a thorough consultative process among various partners including knowledge sharing, and the proactive attitude of the government public officials.

#### **Contact Details**

Dr. Hiroichi Kawashima  
Special Advisor  
Information and Operations Improvement Division  
E-mail: [bpr@pref.saga.lg.jp](mailto:bpr@pref.saga.lg.jp)

#### **Website**

<http://www.pref.saga.lg.jp/web/7787/saga-english/jyusyou-a.html>

**Name of Initiative/best practice:** Integrity assessment of public organizations

**Country:** Republic of Korea

**Agency/department:** Anti-Corruption and Civil Rights Commission (ACRC)

### **The Initiative**

Integrity assessment anchored in the Anti-Corruption and Civil Rights Commission (ACRC) is an innovation to encourage public institutions to engage in voluntary efforts to prevent corruption by regularly assessing and disclosing their integrity levels. This initiative was devised as a preventive method to fight corruption as a result of the growing realization that corruption undermines economic efficiency and government transparency.

Since the assessment officially started in 2002 the 'overall integrity index' of the Korean public sector has consistently increased from 6.43 in 2002 to 8.43 in 2011. Corruption experienced by citizens dealing with public services has reduced. A survey conducted by the ACRC states that this initiative has been the most successful amongst its various anti corruption measures.

### **Characteristic features of the programme**

The specific objectives of the programme are to:

- Identify corruption-prone areas in public sector and causes of corruption
- Understand trends in corruption levels of public organizations
- Encourage public institutions to engage in voluntary anti-corruption efforts
- Provide basic data for devising government-wide anti-corruption strategies

The anti-corruption survey and evaluation division of the ACRC conducts this programme. The ACRC allocates funds for the initiative in its annual budget. Elements of the programme include:

- Areas to be assessed: corruption-prone work areas of public organizations among the major services provided to citizens
- Persons to be surveyed: public service users, public officials and policy customers
- Survey questions: personal perception of corruption and actual experience with corrupt practices
- Data sources: results from phone or online surveys, statistics of corrupt public employees, and media reports of corruption cases
- Assessment results: disclosed to relevant organizations and media after analysis by the ACRC

The Integrity Assessment has been continuously improved upon through the years. Initially, only 'External Integrity' was assessed based on a survey of external service users on major tasks of the concerned organization. In 2007, 'Internal Integrity' was included by surveying public employees on operations of their organizations, such as personnel management and budget. Since 2008, in order to meet increasing expectation of the people, the ACRC has assessed transparency of process and accountability of public officials as well as experience of corruption.

**Change management process:** The Presidential Special Committee on anti-corruption adopted the following strategies in developing the assessment framework:

- Results allow each public organization to figure out which tasks are most prone to corruption, and make voluntary efforts to improve relevant systems
- Respondents are selected among the citizens and public officials who had first-hand experience of the public services subject to the survey. It also asks respondents their perception on corruption and experience of corruption
- Enhanced objectivity by adding quantitative data, such as records on the public officials who were punished for corrupt acts

### Challenges

Disclosure of the assessment results in the media attracted a lot of public attention. However, with the Integrity Assessment gaining greater acceptance, it met with complaints and criticisms about the validity of the assessment methodology:

- Public organizations have complained that only opinions of the outsiders are reflected in the integrity score regardless of their anti-corruption efforts. The ACRC clarified that anti-corruption efforts are different from the concept of 'integrity' itself, so they can't be included
- People complained that individual organizations differ in the characteristics of their tasks and thus it is not appropriate to compare all of them at the same time regardless of their functions. The ACRC introduced in 2011, a separate assessment for the group of regulatory agencies such as prosecutors' office, the police, and the National Tax Service

### Sustainability

The Integrity Index has been used widely as a reference point by lawmakers, media, and academia in understanding the overall integrity level of public organizations. The Integrity Assessment follows a model consisting of specific criteria and weight values and can be commonly applied to central government agencies, local governments, public companies and public sector organizations. The initiative has already been transferred to several interested countries like Indonesia, Bhutan, Mongolia, Thailand and Malaysia.

### Lessons learnt

The Integrity Assessment has successfully induced public organizations to make voluntary efforts to fight corruption and improve their systems, which have served to increase integrity in the Korean public sector significantly.

The ACRC found that the Integrity Assessment might result in attracting the interest of only the heads and compliance officers while local branches or front-line officials pay little attention to this issue. To address this problem, the ACRC subdivided target organizations, and conducted the Integrity Assessment even for the local branches of large-scale public organizations in 2011.

**Website** [http://www.acrc.go.kr/eng\\_index.html](http://www.acrc.go.kr/eng_index.html)



**Name of Initiative/best practice:** eKASIH - National Databank of Poverty

**Country:** Malaysia

**Agency/department:** Implementation Coordination Unit, Prime Minister's Department

**The Initiative:** *eKasih* was established in October 2007 as a new initiative to improve the effectiveness of poverty eradication implementation programme. It is a centralized National Poverty Data Bank which keeps information related to poverty such as detailed profile of the poor and hardcore poor, aids received from various government or NGOs and also economic programmes/projects benefited from any government or NGOs, and monitoring of the effectiveness of programs / assistance accepted. The aim was to conceive one agency that would coordinate, monitor and aggregate work on poverty eradication so that the benefits reach the poor.

Since its rollout in July 2008, monthly tracking report from *eKasih* shows a significant reduction in the poverty rate, the overall number of poor and hardcore poor in the system as a result of aids and suitable programme/project given to the targeted beneficiary.

**Characteristic features of the programme:** *eKasih* is an online web based application system operating on Microsoft platform. Every agency responsible for poverty is granted online access to the same source of data according to their group of responsibilities. *eKasih* has also enhanced its reporting module to a mobile application called ICU Mobile Executive Report which enables the monitoring and planning at the fingertips in a very quick, concise, and intuitive way.

The system has few major components, such as, Poverty Profile (individual, aids, programmes/projects), Executive Information System (dashboard, GIS, dynamic reporting) and Knowledge Based (best practices, e-library). The main objective of *eKasih* is to avoid duplication of aids/programme given to the poor and hardcore poor by establishing a central data bank which can be accessed and used by all aid agencies and other related parties involved in poverty eradication programme at federal and state levels.

### **Change management process**

*eKasih* is a fast-track project developed using a prototyping approach. The change management process started from awareness briefing to all potential users at the federal, state and district level through road shows. These awareness programmes proved beneficial not only in getting the users to understand what *eKasih* is all about, but also gathering useful comments and feedbacks that could be considered to be incorporated in *eKasih*. Emphasis was on addressing persistent socio-economic inequalities, creating a bigger middle income group and reducing income disparities among ethnic groups between rural and urban areas.

Department of Statistics (DOS) conducted poverty census in an organized manner following international standards to verify the existing data. This resulted consistency and reliability of data as compared to methods adopted earlier. After verification, data captured through data entry system called Poverty Household Census (BIRM) before uploading into *eKasih*. Poverty status is automatically calculated by the system based on household income and Poverty Line Income (PLI).

### **Challenges:**

Major challenges in implementation of *eKasih* include:

- Dealing with large volume of data collection particularly in raising living standard of Low Income Household (LIH). To deal with it, eKasih was designed using three-tier architecture which is flexible and robust and can be expanded to accommodate large volume of data and increasing number of users with minimal changes.
- Frequent changes in policy and procedure in the implementation process flow means that eKasih needs to be dynamic to constantly realign its strategies and directions.
- Requirement of network infrastructure readiness which was overcome through the recently approved National Broadband Project- upgrading the network infrastructure and bandwidth nationwide.
- High turn-over rate among officers involved in eKasih implementation was another challenge. Having back-up officers to take over or carry out duties and training more people to support ministries has helped in meeting this challenge.

### **Sustainability:**

Over the years, eKasih has continuously undergone several modifications in order to meet the new user requirements and changes in the national development policy. Strong institutional and technical capacity has helped a lot in maintenance and up-gradation of eKasih.

### **Lessons learnt**

eKasih has the benefit of strong political commitment and support from top management apart from user commitment. The success of eKasih depends upon the commitment and involvement of a cross-section of individuals throughout the ministries and agencies. Continuous institutionalized training of existing and new staff is an essential component which has helped in success and sustainability of the initiative. A well-planned, effective and transferable training to the users is important to ensure they are clear about their roles and responsibilities.

### **Contact Details**

Aizul Fidy Kamarudin (Deputy Director, Society Wellbeing Division)

[aizul.kamarudin@icu.gov.my](mailto:aizul.kamarudin@icu.gov.my)

Arif Helmi Junid (Deputy State Development Officer)

[arifhelmi@pls.icu.gov.my](mailto:arifhelmi@pls.icu.gov.my)

**Name of Initiative/best practice:** Mission Convergence

**Country:** India

**Agency/department:** Samajik Suvidha Sangam, Administrative Reforms Department

### **The Initiative**

Mission Convergence is an initiative for more inclusive, participatory, transparent, accountable and responsive governance. It demonstrates concrete steps towards holistic human development, and systemic institutional reforms for fostering vertical and horizontal convergence at different levels and sectors of government. It emerged as a response to the alarming sex ratio and infant mortality rate, indicating that a large population of the city of Delhi was living without basic amenities as highlighted in the Delhi Human Development Report 2006. The initiative stands for a strong multi-stakeholder collaboration for convergence of physical and technical resources at both policy and implementation levels with the aim to make public services more accessible and accountable to the people. The agency which spearheaded this initiative is the Samajik Suvidha Sangam, Department of Administrative Reforms, Govt of Delhi.

The programme has led to greater community participation and delivery mechanisms close to the community by engaging more than 100 community based organizations to partner in the nine districts in Delhi. The Mission's contribution in creating a more informed and aware citizenry has led to the evolution of community leaders at different levels.

### **Characteristic features of the program**

The programme aimed to improve multi-stakeholder collaboration between various government and non-government entities, avoid duplicity, minimize administrative costs and streamline the outreach process.

The features of the initiative

- Single-window facilitation-cum-delivery points i.e. Gender Resource cum Facilitation Centres set up close to the community. These centers enabled the government to reach the doorsteps of the vulnerable and connect them with different public services.
- New criteria and methodology for identification of the poor based on the spatial, social and occupational status of an individual, which created a more holistic filter for inclusion in social welfare schemes
- Poverty maps comprising all the poor and vulnerable areas of the city were developed to streamline delivery systems, rationalise and simplify procedures; with use of web enabled system architecture
- Robust institutional structure to lead, monitor, deliver and facilitate the programme at different levels was established such as Convergence forums at the State, district and community levels.
- Special projects were developed to meet the unmet needs of different vulnerable categories like the homeless, adolescent girls, rag pickers.

It received financial support from the Delhi government and technical support from various social sector experts; national and international bodies.

**Change Management Process** The strategies used to bring about Mission Convergence were

- Administrative Reforms by creating innovative institutional mechanisms
- Redefining Poverty Matrix Scheme
- Scheme rationalization to eliminate duplication leading to fewer schemes with greater impact
- Use of Information Technology, computerized uniform database of beneficiaries, connectivity of service delivery points with the central database and biometric electronic entitlement cards
- Promoting gender equality and women's empowerment
- Robust Monitoring and Evaluation Framework involving a third party

Challenges faced in the process were

- Political resistance since it was seen to be diluting the role of elected representatives as the 'benefactor' of the poor. The objectivity and transparency sought to be introduced seemed to challenge their practice of clientilism.
- Keeping data 'live' in real time for all departments to access was a major challenge. Creating such a database cannot be a onetime exercise, as it requires dynamic updates for assessing how much a family has developed and how far its vulnerability has reduced.

### **Sustainability and Replicability**

The ingredients and characteristics of the programme are being adopted in different forms by state governments. In the programme itself with the change in the leadership and champions there have been phases of highs and lows, however it has sustained over the years even after a change in government.

### **Lessons learnt**

- The use of information technology to maintain a dynamic single registry of entitlement holders and community in need would help in development of an integrated programme delivery mechanism across schemes and departments. An automated system designed to reduce time taken in manual transmission of documents also helps reduce the human costs and transaction cost duplicated often by different departments.
- It is important to make greater effort and focus attention on creating allies. Bureaucratic resistance also needs to be carefully handled through a sustained change management process.

**Contact Details** Rashmi Singh (Convener, National Forum for Action on Convergence)

**Website** [www.missionconvergence.org](http://www.missionconvergence.org), [www.nfconvergence.org](http://www.nfconvergence.org)

**Name of Initiative/best practice:** Midwives Service Scheme

**Country:** Nigeria

**Agency/department:** National Primary Health Care Development Agency

### **The Initiative**

Nigeria has had a very poor record regarding maternal and child health outcomes. An estimated 53,000 women and 250,000 newborn die annually mostly as a result of preventable causes. The National Primary Health Care Development Agency (NPHCDA), under the 2009 Appropriation Act, was tasked with establishing the Midwives Service Scheme (MSS). The MSS is a public sector initiative and a collaborative effort between the three tiers of government in Nigeria to tackle the problem of maternal and child mortality in the country. The midwives scheme operates in over 250 clusters covering 1000 primary health care centers nationwide.

### **Characteristic features of the programme**

The aim is to facilitate an increase in the coverage of Skilled Birth Attendance (SBA) to reduce maternal, newborn and child mortality. The MSS is funded by the Office of the Senior Special Assistant to the President on Millennium Development Goals and implemented by the National Primary Healthcare Development Agency, NPHCDA.

A Technical Working Group (TWG) meets to receive updates, review progress and advice in order to provide strategic direction, support and guidance for the implementation of the MSS. The secretariat of the MSS is responsible for day-to-day management, whilst state focal persons serve as contact people for the midwives in the MSS.

The MSS is based on a cluster model in which four selected primary healthcare facilities that provide Basic Essential Obstetric Care (BEOC) are clustered around a General hospital with capacity to provide Comprehensive Emergency Obstetric Care (CEOC). A midwife is deployed to each selected Primary Health Centre (PHC), ensuring 24 hour provision of MCH services and access to skilled attendance at all births to reduce maternal, newborn and child mortality and morbidity. The MSS hopes to strengthen the PHC system by distributing basic equipment (midwifery kits, BP apparatus etc.) to facilities through the vaccine logistics system. The MSS has established/reactivated ward development committees at all MSS PHCs to ensure community participation and ownership in its implementation.

The five key components of the programme are:

- Institutionalizing community participation- recognizing the role of the community in the success of the scheme and involving local Ward Development Committees across all PHC facilities
- Deploying skilled birth attendants in rural communities

- PHC support with basic equipment and supplies- including BP apparatus, stethoscopes, scales, midwifery kits, essential drugs and consumables as well as service guidelines.
- Capacity building and training of midwives to improve the quality of care- Along with traditional midwife training, all midwives have been trained in Life Saving Skills (LSS) and Integrated Management of Child Illness (IMCI). This ensures they have the skills needed to save lives.
- ICT communications support- The programme connects midwives to other health workers and supports services through a new communication system. In addition to voice and data transmission, midwives can use internet and video conferencing that can work with mobile technology.

### **Change Management Process**

A memorandum of understanding between the Federal, State and Local governments sets out clearly defined shared roles and responsibilities, which are supported by the strategic partners of the MSS. The MOU has been signed by all 36 states of Nigeria and is designed to mobilize midwives, including newly qualified, unemployed and retired midwives, for deployment to selected primary health care facilities in rural communities.

There has been a two-pronged approach to programme communication focused at political leaders/decision makers and clients respectively through radio/TV, billboards, community outreach, health centre branding and posters.

### **Challenges:**

The MSS faces five key challenges, namely:

- Implementation of the Memorandum of Understanding
- Availability of qualified midwives
- Retention of midwives
- Capacity building of midwives and
- Sustenance of linkages

### **Lessons Learnt**

There needs to be more support and commitment from officers in relevant government departments, which can be achieved by ensuring clarity on the objectives and aim of the MSS.

### **Contact details**

MSS National Secretariat  
[midwivesscheme@yahoo.com](mailto:midwivesscheme@yahoo.com)

### **Website**

<http://nphcda.org/>

**Name of Initiative/best practice:** Civil registration and identification of Peruvian children

**Country:** Peru

**Agency/department:** National Registry of Identification and Civil Status (RENIEC) / Identity Recovery and Social Support Office (GRIAS)

### **The Initiative**

Till 2002, children from Peru did not have a National Document of Identification (DNI) as an identity card was only given to adults. It was difficult for social programs and public services to ensure right targeting of children beneficiaries. The lack of a DNI also facilitated child trafficking. The government needed to address this and provide its citizens with better protection and benefits. This 'Civil Registration and Identification of Peruvian Children' initiative began in 2002. RENIEC executed a national campaign 'DNI for Children', which after twelve years has been successful in identifying over 10 million children, representing 96.8% of the country's child population. Besides providing an identity, this identification document facilitated children the access to services and public social programs.

### **Characteristic features of the program**

The phases of the registration process were:

- Identifying allies
- Programming allied activities
- Defining roles of the allies
- Collection and processing of information
- Call for the target population
- Development of displacement and attention registry
- Monitoring and Evaluation of the service

In Peru, the identification of children has been made a public policy in coordination with social programs of the government and with support of public budget. Similarly, regional and local governments have organized committees to promote the documentation and closing of un-documented gaps in remote areas.

### **Change Management Process**

Seven key strategies comprised the change management process:

- Mass campaigns at offices, Itinerant Registration Teams
- Simplification of procedures.
- Strategic alliances with public and private organizations in every region of the country, in particular with social programs against poverty
- Massive information and awareness campaigns
- Renewing birth books that were wholly or partly destroyed
- Call for international cooperation.

- Strong advocacy with decision makers in government level.

**Challenges:** Few of the prominent challenges were reaching the poorest population especially rural and indigenous communities, people living in border areas, and in distant remote places. It was also difficult to reach people who spoke different languages other than Spanish. Monetary constraints prohibited people to even travel to the nearest RENIEC office. It was also difficult for children without any birth certificate to register themselves.

These obstacles were overcome in the following way:

- Enhance the outreach by expanding the number of offices of RENIEC to complete about 500 points of service
- Attention by itinerant unit brigades, moving to far distant geographies
- Issuing standards for flexible processing
- Coordination with local authorities, community leaders, mayors, or other public services such as health and education, as well as with the Ministry of Defense and Armed Forces to reach remote villages and communities
- The use of direct media

### **Sustainability**

Documentation of children has become a transverse axis for all the state (government and public bodies) and various components of society, ensuring its sustainability. Children require the DNI to enroll in schools, be treated in the health services, and support for social programs. They also need DNI to travel within or outside the country as this can only prevent child trafficking. With coming together of various stakeholders, this initiative is going to sustain.

### **Lessons learned**

- High legitimacy and acceptance of initiative should reflect in form of political and social commitments
- The commitment of higher authorities, and involvement of all personnel is vital
- Establishing partnerships with public and private organizations at the national, regional and local levels helps ensure the implementation of the initiative
- Awareness of allies and beneficiaries through communication campaigns is essential
- Priority must be given to efforts towards reducing barriers for population living in remote areas, sections of people such as disabled, and poor will ensure greater results.

### **Website**

[www.reniec.gob.pe](http://www.reniec.gob.pe)

**Name of Initiative/best practice:** Isange One Stop Center

**Country:** Rwanda **Agency/department:** Rwanda National Police

### **The Initiative**

According to a masculinity study conducted by the Rwanda Men's Resource Centre in 2010, prevalence of gender based violence (GBV) is one of the most socially tolerated of human rights violations in Rwanda. Despite different strategies in place to respond to GBV, the scourge continues to hold back gender promotion and other development efforts. Launched in 2009, The Isange One Stop Centre (IOSC) is an innovation of the Rwanda National Police (RNP), to provide comprehensive, timely, affordable, quality services to victims of GBV and child abuse. The word Isange is a Kinyarwanda word literally meaning "feel at home".

The impact of the IOCS is visible in terms of:

- Enhanced quality of services provided
- Caseload handled by the centre everyday that goes up to 10 cases on average per day
- Over 8000 victims have been registered since its inception
- Level of reporting has tremendously increased indicating public awareness about the services rendered
- National and regional learning center
- Increased level of collaboration among service providers; increased accountability to GBV prevention and response
- Increased conviction due to the medical, legal expertise

### **Characteristic features of the programme**

The key components of the IOSC are orientation, medical and psycho-social services and safe house. It also helps access legal aid, supports the CID in gathering and preservation of tangible evidence needed by prosecution. The center is integrated in the Kacyiru Police Hospital as a department, thus implementation is carried out by the hospital staff. RNP leads the implementation of the pilot center while Ministry of Health works parallel with RNP in other decentralised one stop centers.

The funds for the initiative come from the Government of Rwanda, stake holders and development partners. One UN Rwanda is the major sponsor mainly in outreach programmes, advocacy, capacity enhancements as well as equipment and special medications. The center applies a multi – sectoral and multi- disciplinary approach on a 24/7 basis. Service or information can be offered via a toll free line 3029. Monitoring is done through reports and evaluations were carried out in 2012, three years after inception.

### **Change Management Process**

The strategies encompass prevention and response mechanisms. Prevention strategies include community policing committees, partnership with local leadership, women councils, and committees for GBV. Faith based organizations provide an effective communication channel for investigation and attitude change. Networking with government, non-governmental organisations and donor agencies helps build a stronger synergy for accountability, resource mobilization and advocacy required for effective service delivery to GBV survivors. Consultations were held with stakeholders in the country on how best the initiative could respond to GBV and discuss the roles of each stakeholder. Policy guidelines were at the forefront as a basis to engage different government institutions.

### **Challenges**

The challenges faced were the culture of silence around GBV which requires more awareness campaigns. Men's resistance to change was another challenge, which was overcome by working with the Men's Resource Center and intensified campaigning.

Political will at the highest level, a strong policy, legal and institutional framework and inter- agency coordination were the factors that facilitated the success of the IOSC.

### **Sustainability**

The center is integrated in the hospital. All services and staff are paid by the government. The model is currently being replicated to other district hospitals and the goal is equipping all health centers with such facilities.

### **Lessons learnt**

The experience of the IOSC has underlined that no single agency can effectively manage GBV. Multi- disciplinary and multi- sectoral approach for comprehensive package of multiple services facilitates effective management of GBV. Code of conduct based on the victim's consent is essential. Ensuring confidentiality except in some cases wherein the law obliges anyone who gets information about a crime to report. Existence of prevention structures like the Community Policing Committees, partnership with local leadership provides an effective communication channel for prevention. Finally, legal and policy frameworks alone cannot address the issue of gender based violence since it's deeply embedded within the socialization process; therefore a more holistic approach needs to be undertaken for change of attitude and practices within the community.

### **Contact Details**

Rwanda National Police, Coordinator Isange One Stop center/ KPH  
[mure\\_sha@hotmail.com](mailto:mure_sha@hotmail.com)

### **Website**

[www.police.gov.rw](http://www.police.gov.rw)  
[http://unpan3.un.org/unpsa/Public NominationProfile.aspx?id=1602](http://unpan3.un.org/unpsa/Public%20NominationProfile.aspx?id=1602)



**Name of initiative/best practice:** GAINDE 2000/ORBUS

**Country:** Senegal

**Agency/department:** Customs Administration & Ministry of Finance

### **The Initiative**

GAINDE 2000 was created in 2002 to assist Customs in its project to modernize and promote the Senegalese expertise in Africa and beyond. It is the result of a successful public-private partnership spearheaded by the Customs Administration & Ministry of Finance. Since 2004, GAINDE 2000 has put in place a platform for international trade called ORBUS to simplify, harmonize, standardize and modernize customs and trade procedures. ORBUS has yielded great results in terms of trade celerity and efficiency materialized by a drastic reduction in transaction costs and delays between the government and enterprises in international trade.

### **Characteristic Features of the programme**

- Adopt international best practices in processing formalities of foreign trade
- Implement the new procedures manual of customs
- Secure transmission of documents to the Customs
- Reduce the processing time
- Improve the partnership between the Customs and the Private sector
- Advance Senegal in international indicators to measure performance
- Provide users with reliable and quality service

ORBUS is a single electronic window meant for foreign trade, which facilitates pre clearance formalities through electronic exchanges between stakeholders. The technology interconnects all the structures involved in the clearance chain including government agencies, private entities such as banks and insurance firms. Operating on a technological infrastructure and offering a set of services, the system is modular and is likely to adapt to all customs systems, as it can be used in either in a centralized or stand alone mode. ORBUS has enabled all pre-clearance and clearance procedures except for payment of customs duties and taxes to become paperless.

### **Change management process**

Once the need for a single electronic window for trade was established the Trade Point Senegal (TPS) conducted a study to:

- Identify the needs of ORBUS future users which included traders, insurance companies, port officials, clearing agents, banks, customs and other public agencies involved on border control
- Identify necessary ORBUS technical features and its operational model

The paperless trade project had two phases.

**Phase One:** The first phase focused on

- Streamlining existing trade procedures

- Optimizing border control carried out by non-Customs entities
- Upgrading IT equipment

**Phase Two:** The second phase focused on

- Developing an electronic payment module for the Customs Management system
- Connecting GAINDE together with its electronic payment module to ORBUS
- Connecting the Port Community System to ORBUS to enable electronic sharing on cargo manifests
- Developing new applications to accommodate electronic signatures

This phase also included establishing interconnectivity between ORBUS and the information systems in other countries.

The most notable challenges during the transition phase of 'paper based environment to paperless environment' consisted of the change management challenges. It was through a well thought out communication and sensitization drive that all stakeholders finally came on board and realized the importance of this project.

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. Under the leadership of the National Automation Division, and the strong support of the Finance Ministry, GAINDE 2000 is a success.

### **Sustainability**

GAINDE 2000 is following a dynamic of permanent upgrade of the system with the latest technological trends worldwide to sustain itself. Many Asian and African trade delegations have expressed an interest in learning about this trade facilitation initiative and replicating it.

### **Lessons learnt**

- Consensus among stakeholders is important ;
- Favourable technical environment
- Strong government leadership
- Strong involvement of customs
- Tight management of processes

### **Contact details**

Ibrahima Nour Eddine DIAGNE

GAINDE 2000 General Manager/UN/CEFACT Rapporteur for Africa

[idiagne@gainde2000.sn](mailto:idiagne@gainde2000.sn)/[idiagne@msn.com](mailto:idiagne@msn.com)

### **Website**

[www.gainde2000.sn](http://www.gainde2000.sn)

### **Effective Budget Management (Singapore)**

**Name of Initiative/best practice:** Effective Budget Management

**Country:** Singapore

**Agency:** Ministry of Finance

**Website:** <http://www.mof.gov.sg/>

The Ministry of Finance (MOF) in Singapore has implemented a series of budget reforms since 2000, with the overall goal of improving its management of the budget. This submission is composed of three sections:

Characteristic features:

Reforms included the following as mentioned in the table below:

Objective	Reform
<b>Ensuring Vertical and Horizontal Coordination</b>	<p><u>Whole-of-Government Strategic Outcomes (WoG SO):</u></p> <ul style="list-style-type: none"> <li>a. A whole-of-government thinking allows the government to tap on diverse knowledge, viewpoints and ideas from across the public sector.</li> <li>b. Horizontal coordination improves the government's ability to obtain better outcomes.</li> </ul> <p><u>Budget Cycle:</u> Vertical coordination ensures effective alignment and communication between the political leadership, policy and operations.</p>
<b>Promoting Accountability</b>	<p><u>Singapore Public Service Outcome Review (SPOR):</u></p> <ul style="list-style-type: none"> <li>a. The SPOR is a biennial public report that takes stock of how Singapore has fared in key areas of national interest.</li> <li>b. It focuses on whole-of-government outcomes and related indicators.</li> </ul>
<b>Building in Flexibility</b>	<p><u>Block Budgeting</u></p> <ul style="list-style-type: none"> <li>a. MOF's block budgeting system limits ministries' expenditure by capping their spending as a pre-determined percentage of GDP.</li> <li>b. Block budgeting provides ministries with greater certainty on funding over a three to five year period. This gives them increased flexibility in terms of optimizing and re-prioritizing their programmes.</li> <li>c. Ministries can manage their cash flows better via two main ways: <ul style="list-style-type: none"> <li>i. Borrowing from future years</li> <li>ii. 2. Saving to subsequent years.</li> </ul> </li> </ul>
<b>Promoting Rolling Innovation</b>	<p><u>Reinvestment Fund (RF):</u></p> <ul style="list-style-type: none"> <li>a. Every year, each ministry contributes 1% of its budget to a fund known as the Reinvestment Fund.</li> <li>b. Departments bid to use the pooled money for priority areas, projects promoting innovation and cross-agency collaboration.</li> </ul>

**B. Fiscal Leadership:** Effective budget management is rooted in strong fiscal leadership. Policymakers need to be clear about the direction that the country should go. They should identify key guiding principles and national priorities with an eye on the future. When formulating policies, they should ensure that reforms are sustainable, and draw up contingency plans in the event that the unexpected happens. Finally, policymakers need to be committed to staying the course.

Policy makers have to be clear about the objectives of fiscal policy. For Singapore, these are namely:

1. **Maintaining a balanced budget:** Fiscal policy should ensure fiscal sustainability. Total

expenditure should not exceed total revenue over each term of government.

2. **Cushioning the Economy:** Fiscal policy should prepare the country for inevitable cyclical occurrence(s) of economic downturns. By accumulating surplus during times of economic growth, the government has a buffer amount to fall back on when economic stimulation is required.
3. **Creating a competitive tax environment:** Fiscal policy should support a tax regime favorable for the development of jobs, businesses and investments.
4. **Ensuring long-term competitiveness:** Fiscal policy should invest in R&D, education, infrastructure to ensure the country remains competitive in the long-term.
5. **Being pro-community:** Fiscal policy should promote social equality through the transfer of wealth.

### **C. Lessons Learned**

In the process of implementing the reforms articulated in section A, the following lessons were learned;

1. Reforms take time.
2. Processes serve outcomes and thus should be adapted to rather than constrained by reforms.
3. Central coordination and flexibility have to be managed to provide an optimum mix.
4. Reforms are not just procedural but also involve adjustments to organisational culture and professional norms.

### **Contact:**

**Mr. Devadas Krishnadas**  
**Chief Executive Officer**  
**Future-Moves Group Pte. Ltd.**

**Name of Initiative/best practice:** Planning and Implementation of Regularized Informal Settlements

**Country:** Tanzania

**Agency/department:** Property and Business Formalization Programme (MKURABITA)

### **The Initiative**

MKURBITA is a Swahili acronym for the Property and Business Formalization Programme. The initiative was conceived by the Government to formalize slum dwellers for social and economic development in Tanzania. It was meant to resolve the problem of unplanned settlements caused by uncoordinated and weak policy enforcement, inadequate planning by local government, unaffordable and inadequate housing, and poor systems for monitoring land management.

Access to the ownership of land is critical to poverty reduction, making this project significant to the country's economic development.

### **Characteristic features of the programme**

The objectives of the initiative were

- To mobilize the communities to participate in the project planning and implementation of the regularization project
- To train the technical team of the councils in order to understand the reforms and processes of regularization, thereby building capacities for future implementation in other areas
- To mobilize the owners to use their certificates as collateral in order to access loans from financial institutions

The ultimate goal of this intervention is squatter upgradation and capitalization of assets for residents in the area. Through the Property and Business Formalization Programme of the government of Tanzania, the Local Government Agencies (LGAs) were strengthened to implement this initiative. The steps involved in MKURBITA were:

- Capacity building of LGAs
- Simplification of formalization procedures
- Actual survey and adjudication of land parcels

### **Change management process**

The Property and Business Formalization Program has been implemented in four phases:

- The Diagnosis (November 2004 - October 2005)
- The Design of the Reforms (January 2006 - June 2008)
- The Implementation of the Reforms (July 2008 to present)
- The Capital Formation and Good Governance

The strategy adopted in the successful implementation of this initiative includes:

- Sensitization and raising awareness in political leaders, LGAs and citizens
- Mobilization of resources
- Training of trainers
- Formation of different committees like public steers, technical experts, regulation area committee

### **Challenges**

- Lack of land for public use (such as roads, schools, health centres) which are mandatory for regularization of an area. Mass mobilization facilitated availability of such land.
- Seed capital from the Government was obtained to address the lack of resources with urban councils. Other stakeholders were invited to join hands with MKURBITA
- Where landlords were declared absent it was not possible to continue with the identification exercise. Mass mobilization, sensitization, local leaders' representation and gradual acceptance and collaboration by the communities helped address this concern.

### **Sustainability**

A revolving fund was evolved with local owners, who used this to access loans from commercial banks using the formalized property as collateral. This led to business expansion and ensured sustainability. The initiative has been implemented in twelve more areas. With seed capital, the model can be easily replicated in other places, since costs are recoverable from owners.

### **Lessons learnt**

Participation of citizens is a must for efficient implementation. Once the owners of informal settlements realize the benefits of better services and infrastructure, and access to capital for having formalized properties, they contribute whole-heartedly. Capacity building in terms of human resources, training, equipment and instruments in our Councils helped sustain urban land formalization process in respective Councils and minimized cost for implementation. The LGAs in some places could not take the initiative further due to lack of resources.

### **Contact details**

Ms. Seraphia Robert Mgembe (Programme Coordinator)  
[smgembe@gmail.com](mailto:smgembe@gmail.com)

### **Website**

[www.mkurabita.go.tz](http://www.mkurabita.go.tz)

**Name of Initiative/best practice:** Integrating Network and Community Participation for Effective Malaria Management in Tha Song Yang District

**Country:** Thailand

**Agency/department:** Office of Disease Prevention and Control

### **The Initiative**

Malaria is a global health concern involving morbidity, mortality and anti-malaria drug resistance, incidence rate of which was 2-3 times higher in Tak Province than the rest of Thailand. Tha Song Yang, a district in the Tak province experiences the largest impact of malaria with poor accessibility to health care services that predominantly impact children, pregnant women, elderly, ethnic minorities and refugees. The Vector Borne Disease Control Unit (VBDU) led the conceptualization and implementation of the Integrated Capacity Development/Capability Improvement Model (ICD/CIM) for malaria care in 2010.

The initiative has changed the approach to malaria care from passive service to proactive service in the village, reduced time and cost of travelling to health facilities, and built community trust. Achievements of the model include the reduction of malaria morbidity and mortality rate, the prevention of disease transmission by early case detection and treatment, increased disease prevention reaction rate and the use of vector control, and an increase in outcomes despite a reduced budget.

### **Characteristic features of the programme**

The objectives were

- To increase participative policy making amongst stakeholders in order to create a proactive malaria care plan, collaborate to utilize the resources available and harness the efforts from all parties involved
- To enhance equity among citizens in the challenging area and provide optimal health care results
- To maintain networks through building human capacity and community trust

ICD/CIM consists of four pillars, namely

- Leveraging partnership to drive policy change
- Serving proactively on-site and at the source
- Enlisting key advocates and human capability building
- Maintaining community trust, acceptance and involvement

The yearly funds for ICD/CIM are provided by the Department of Disease Control along with external support from Global Fund. The programme was monitored monthly by the operational plan and by comparing the data with the standard of the public health ministry for malaria control. Network meetings in the area were conducted to discuss problems and obstacles of implementation in order to develop solutions that incorporated all involved parties and practices.

### **Change Management Process**

The innovation in this programme included data collection and analysis, together with SWOT analysis to determine a strategic action plan. Radio waves were utilized to communicate with remote rural areas. VBDU officers occasionally stayed in the village and participated in traditional culture to recognize people's attitudes and behaviors. They found that trust and acceptance were important for community participation. Formal and informal meetings, monthly monitoring and fiscal evaluation were key activities which influenced decision-making process amongst stakeholders.

**Challenges:** Initially, people with deeply-rooted spiritual and supernatural beliefs expressed dissatisfaction with modern medicine. Continuous, gradual pressure was applied to modify the behavior of community members to one of vigilance, subsequently allowing them to embrace the modern medicine without compromising their ancestral beliefs. Population movement, diversity and the language difference were tackled with the help of community volunteers and NGOs, thereby reaching out to the refugee and immigrant patients. IEC materials, including VCDs, posters and leaflets, were available in Thai, Burmese, Karen and other languages.

**Sustainability** Better networking management through participation and creating change agents continuously to cover more service areas can help sustainability of the initiative. The model can be applied in areas that are encountering similar problems. It promotes horizontal integration and coordination to provide holistic service to citizens by personnel from different organizations, different cultures and different styles but with the same vision to serve people.

### **Lessons learnt**

The initiative has the following lessons

- Horizontal coordination proves to be effective in giving services to people that fit their true needs
- The solutions must be based on the understanding of people's living styles under different cultures
- Using the actual facts and information of the implemented areas can lead to the right decision making at the right point
- Transferring the knowledge about malaria treatment, prevention and control not only to the people in villages and government personnel, can help programme sustainability

### **Contact Details**

Dr. Sakchai Chaiyamahapark

[hansa.dpc9@gmail.com](mailto:hansa.dpc9@gmail.com)

306 M.5 Phitsanulok-watbot Road, Muang District, Phitsanlok Province, Thailand

### **Website**

[http://unpan3.un.org/unpsa/Public NominationProfilev2014.aspx?id=2895](http://unpan3.un.org/unpsa/Public%20NominationProfilev2014.aspx?id=2895)

**Name of Initiative/best practice:** TTBizLink Project **Agency/department:** Ministry of Trade Industry Investment & Communications (MTIIC)

**Country:** Trinidad and Tobago

### **The Initiative**

TTBizLink is an online portal, which allows access to, and processing of applications for various trade and business related government services. It is implemented to address Trinidad and Tobago's declining global competitiveness. Business transactions with the government were characterized by gross inefficiencies including duplication of copious paperwork, lack of co-ordination amongst agencies and the discretionary interpretation of laws, tariffs and regulations owing to the lack of a single monitored system. In collaboration with the World Bank's International Finance Corporation, a recommendation was made to introduce a Single Electronic Window (SEW) to facilitate trade and business.

Major Benefits were:

- Pioneered e-Business legislation relating to Data Protection and Electronic Transactions
- Over 3,400 active users accounting for over 140,000 transactions since February 2012, across 27 e-services
- Enhanced data sharing and increased productivity amongst agencies
- Significant reduction in processing times
- Advanced in the Doing Business Report to 66<sup>th</sup> in 2014 from 88<sup>th</sup> in 2008

### **Characteristic Features of the Programme**

Its design and implementation followed recommendations and guidelines on establishing a single window developed by the United Nations Centre for Trade Facilitation and Electronic Business (UN/CEFACT-Recommendation No.33). It provides a user-friendly online platform that gives real time approvals to over 25 e-businesses and trade related services. The program is a collaborative effort amongst various ministries, state agencies and private sector organizations in Trinidad and Tobago and is funded by the Government of the Republic of Trinidad & Tobago. All e-Services are monitored with reports prepared monthly on its performance, challenges and recommendations for improvement by a project management office.

### **Change Management Process**

Change management process involved:

- Feasibility study undertaken to review best practices, international standards, the enterprise-wide ICT and public administration reforms.
- Strategic leadership and effective project governance was established, ensuring the country's Cabinet approved the project.
- Inter-Ministerial Steering Committee with various sub-committees established to guide implementation.
- Stakeholder commitment and cooperation sought from inception.
- Automation undertaken with business process reengineering.

- Effective communications plan developed and implemented.
- Specialized Project Management Office established within the MTIIC.
- Transparency, confidentiality and security assured by system's inherent security features, including a self-audit facility.
- Agreements made with agencies to adhere to strict service standards for processing online applications.

### **Challenges**

- Resistance to change was addressed by stakeholder consultations, inclusion in project teams, experts' guidance, providing on-site technical and operational support, formalizing training, ensuring transparency by Memoranda of Understanding, and establishing a help desk
- Cost and technical resource constraints were addressed by the formation of a specialized project management office staffed by carefully selected returning national scholars and collaborating with public sector agencies
- Absence of relevant national policies was addressed by formation of cross-functional teams to draft policies, assisted by international consultants

### **Lessons learnt**

- Innovation in the public service is possible with careful planning and stakeholder involvement
- Solid commitment, clearly defined and agreed to goals by key stakeholders, from project inception is fundamental
- Required policy and legislative frameworks must be in place
- Careful deliberation must be given to lead consulting team selection with due regard to tendering processes
- Implementation must be based on a thorough, constructive and critical investigation of existing processes to determine gaps and needs
- Performance must be consistently monitored against recognized benchmarks
- Small developing Caribbean countries have the capacity and capability to implement transformative projects of complex dimensions

### **Contact Details**

Mr Neshan Singh

Single Electronic Window (SEW) Specialist, TTBizLink (MTIIC )

[singhne@gov.tt](mailto:singhne@gov.tt)

### **Website**

[www.ttbizlink.gov.tt](http://www.ttbizlink.gov.tt)

**Name of Initiative/best practice:** Electronic Shared Services

**Country:** UAE

**Agency/department:** Dubai eGovernment

### **The Initiative**

Dubai Government launched a comprehensive Electronic Shared Services (ESS) initiative under its Dubai e-Government programme in 2002. This was done to address the lack of a whole-of-government approach of concrete cross-entity electronic shared services because there was no institution established (or mandated) to carry out ESS activities to a large scale at the government-level.

Today a total of 50+ ESS exist in Dubai Government with high levels of adoption in more than 40 Dubai eGovernment Departments (DGEs) along with significant usage. ESS has had a multitude of benefits and impacts including: one-stop-shop services, core business focus, operational efficiencies through cost savings and automated processes, increased customer satisfaction, enhanced decision support, easier policies enforcement, knowledge sharing across the Government, information and communication technology (ICT) sector enhancement and reduced carbon footprint.

### **Characteristic features of the programme**

ESS adopted an extensive centralized whole-of-government approach for the common (synergistic) aspects of core and administrative (support) services' electronic enablement. This centralized whole-of-government approach played a critical role in formally facilitating and incentivising DGEs to collaborate and to cooperate.

ESS initiative was launched by The Ruler of Dubai and the implementation was carried out by Government Information Resources Planning (GIRP) division and the eServices division, in His Highness Ruler's Court which later merged to form Dubai eGovernment Department in 2009. ESS was funded by the Government of Dubai through Department of Finance and was monitored by DeG and other high level government bodies and officials. The beneficiaries were:

- Government of Dubai which reduced ICT expenditures resulting in significant operational efficiencies
- Dubai Government entities
- Public (individuals, businesses and organizations) as users of ESS
- Private sector companies as solution providers for ESS

### **Change Management Process**

ESS implementation was a large-scale complex change initiative due to its breadth and scope. Such multi-dimensional complexity coupled with cultural barriers posed distinctive challenges for the implementation process. There were neither historical cases of similar scope nor regulatory guidelines and incentives for undertaking such a

whole-of-government approach previously. Institutional barriers and the autonomous structure of the government naturally impeded a collaborative approach.

However, the ESS initiative was identified as a key strategic direction and high-level officials were appointed as responsible for planning and implementation. They were supported and monitored at the highest levels which created urgency, and a significant lever for change in applying the whole-of-government approach.

The initiative has shown significant return on investment and renders the entire ESS initiative a self-financing one. Furthermore, the customer surveys' results indicate an overall average of 79% customer satisfaction for DeG provided ESS. Hence, DeG has achieved simultaneously a high level customer satisfaction with substantial operational efficiencies at the government level.

### **Sustainability**

ESS is highly sustainable due to its success in achieving simultaneous operational efficiencies (cost savings) and increased customer satisfaction. Following factors have also enhanced its sustainability:

- High-level support in the Government
- Customer engagement
- Continuous improvement through enhancements
- Boosting the skills of staff
- Reliable, high-performance and robust infrastructure
- Hiding complexity of ESS from customers.

ESS is also replicable in other public sector contexts since it comprises of fairly generic and commonly needed services for any public sector organization. DeG has created an easily transferable blueprint for implementing and customizing ESS.

### **Lessons learnt**

Lessons learnt and critical success factors can be summarized as high level commitment and leadership, solid strategy and governance, customer engagement, target setting and measurements, skills acquisition, private sector partnerships, quick wins and early buy-in, trust and confidence and supporting ICT infrastructure.

### **Contact details**

Mr. Marwan Bin Haider, Executive Director, Planning and Development  
Dubai Smart Government Department (formerly Dubai eGovernment Department)  
P.O. Box: 90300, Dubai, U.A.E

### **Website**

[www.deg.gov.ae](http://www.deg.gov.ae)

**Name of Initiative/best practice:** Proyecto Uruguay Concursa

**Country:** Uruguay

**Agency/department:** Oficina Nacional del Servicio Civil

### **The Initiative**

Uruguay Competes is a one-stop project for selection of new staff of public administration, driven by the Presidency of the Republic. Earlier each office was using their own procedures with a risk of communication errors due to absence of a uniform process across offices. The information was stored in different places and auditing was difficult. Competition could be disabled, delayed or re-started at any point in the process.

With Uruguay Competes, the Civil Services lead the work. Recruitment involves a single set of processes and procedures, significantly reducing work. The information is stored in a single database and auditing is effective. A single portal provides universal access for all public competitions.

### **Characteristic features of the programme**

It aims to make the management of recruitment and selection transparent and democratic to select the most suitable candidates for the position. The country's Civil Services is funding and implementing the programme through a portal to:

- Inform on published competitions
- Free registration
- Record employment and educational profile
- Consult nominations
- Receive personalized information
- Access related documentation
- Curriculum Vitae details

The key operations of the programme include:

- Identification and recruitment management needs which help design the contest.
- Personal attention to those who do not know how to use the system.
- Back office, which allows processing and publication of contests, reports and publishing news.
- Electronic system evaluation tests for tablets: automates tasks and minimizes mistakes.
- Call center services for channeling queries for applicants using software
- Questions through management tools "business intelligence"
- It reaches out to the entire population, with particular attention to the most vulnerable groups

### **Change management process**

The project ran through three stages:

*Stage I- Year 2010*

- Identification of requirements and RFP for system development and change management consulting
- Creation of the regulatory framework for Uruguay Competes
- Award of contract

*Stage II- December 2010 – April 2011*

- Development of first version: Partner News.
- Design and implementation of technical support infrastructure
- Contracting Call Center Service
- Implementating personal assistance module
- Publication of First Contests

*Stage III-April 2011- December 2011*

- Development of second version: added complete management of the contest, including automatic pre-selection processes.
- Re-designing of management in support groups tribunals, preparation of bases, assembly contests in the system, and training to members of selection boards.

By 2012- 2013 all the public organizations were finally included. A system of automatic mails by subscription was created along with a twitter account for regular updates.

**Sustanability**

This initiative is supported by the Government. It is included in the Digital Agenda for Electronic Government and is one of the most visited websites. This experience is transferable since it allows gathering dispersed thematic areas and achieving greater visualization, creation of standard procedures, specialization and professionalisation. This project has attracted interest from Brazil, Paraguay and Bolivia.

**Lessons learnt**

- Get a strong sponsorship at the highest level
- It must be managed with transparency and control of time, quality and budget
- Add partners to provide high technical and professional services
- To involve staff and stakeholders of the project
- Take advantage of scale economies, unifying process-wide public administration
- Project management supported by international best practices
- Have staff with strong knowledge in e-governance project management
- Making alliances for both public and private resources

**Contact details**

Esc.Julio Martínez, Director de Oficina Nacional del Servicio Civil,  
[jmartinez@onsc.gub.uy](mailto:jmartinez@onsc.gub.uy)

Ing.Luis Cibils-Jefe de Departamento de Proyectos, [lcibils@onsc.gub.uy](mailto:lcibils@onsc.gub.uy)

Psic.Osvaldo Almeida - Responsable funcional para Uruguay Concurso,  
[osalmeida@onsc.gub.uy](mailto:osalmeida@onsc.gub.uy)

**Website:**

[www.onsc.gub.uy](http://www.onsc.gub.uy) || [www.uruguayconcurso.gub.uy](http://www.uruguayconcurso.gub.uy)

