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RESTORING TRUST IN GOVERNMENT THROUGH PUBLIC SECTOR INNOVATIONS



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ASH INSTITUTE
FOR DEMOCRATIC GOVERNANCE
AND INNOVATION

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CASE STUDIES

Session I

Innovations that Increase Trust in Government Leadership

ChileCompra, Chile 2007 United Nations Public Service Awards Winner

ChileCompra is the Public Procurement and Contracting System of goods and service rendering, a business one-stop shop managed by the Public Procurement and Contracting Bureau that allows the encountering of public buyers with State suppliers. Its objective is to guarantee high levels of transparency, efficiency and use of technologies in the public procurement market, benefiting entrepreneurs, public agencies and citizens. Based on a way of doing business that privileges the introduction of enhanced technological instruments and a management of excellence, ChileCompra access to information is free, and it is based on the principles of universality and non discrimination. These principles are guaranteed by Law on Terms and Conditions of Administrative Agreements for Supply and Service Rendering, most commonly known as the Public Procurement Law, N° 19.886, enacted on August 29, 2003.

The main objective of this electronic platform is to guarantee high levels of transparency, efficiency and the use of technology in the government's purchases, benefiting private enterprise, the State and

the general public. ChileCompra Action Lines: E-Commerce Platform: Enhanced technological instrument that allows any person or business, national or international, to accede to the business opportunities that represent the State demand of goods and services. Technical Assistance: It represents an important thrust in training and modernization of the capabilities needed by the government's human resources in technological and procurement matters. Also, ChileCompra provides training for the business sector in the specific use of the platform, in order to better use the system. Policy and Procurement Management of Transversal Goods and Services: Develop specific policies and initiatives in order to uniform and maximize efficiency in public procurement, introducing framework contracts and procurement of key items in public expenditure. Impact: Maximum transparency and efficiency in the government procurement market; free universal access, that generates value and confidence towards the State and fortifies our democracy and public image. Savings for the State while increasing efficiency, productivity and swiftness in processes involved in public procurement. Digitalization of the procurement processes by government agencies, producing impact upon electronic commerce, economic growth and international recognition.

The Market of Public Procurement: Each 10 seconds there is a new business opportunity for country enterprises; the public procurement market comprises 3% of GDP. In 2006, US\$ 3.500 millions were traded in www.chilecompra.cl. During this period, monthly average of purchase orders issuance overcame 100.000; in ChileCompra System more than 230.000 suppliers and almost 900 Public Agencies are registered; approximately 88% of bids awarded suppliers in ChileCompra belong to Micro and Small Enterprises. Web-site: <http://www.chilecompra.cl>

Fez government project (eFez Project), Morocco 2007 United Nations Public Service Awards Winner

In partnership with the research team of the ICT-for-Development Laboratory (ICT4D Lab) at Al Akhawayn University in Ifrane, Morocco, the municipality of Fez, Morocco, was able to lead and complete Fez e-Government project (eFez) funded by the IDRC. eFez project proved to be a local e-Government success story in the developing context of Morocco. The last few years, Morocco started realizing the urgent need to promote the diffusion of e-government; yet, regardless of its national strategies, e-Government implementation remained very low, with no evidence of concrete positive impact on ordinary citizens. In response to this national context, eFez worked towards implementing the design, implementation, and deployment of a replicable local e-government system transforming Fez archaic municipal service delivery to enable the electronic delivery of some of the widely used citizen oriented services: “Etat Civil” services. Designing, implementing, and deploying the project in a citizen-centric, participatory, and iterative manner, enabled the research team to build a local e-government system that matters to our local community, responds to the locally perceived needs, contributes concretely in facilitating citizen-friendly service delivery; and thereby, fostering local good governance. Following such a participatory and iterative methodological approach, eFez succeeded in building a citizen-centric e-government system that is accessible, usable and acceptable among Fez local community members, regardless of their degree of basic literacy and/or familiarity with ICT use. In addition, eFez conducted action research to investigate the effect of e-government deployment on governance quality. Through its outcome analysis method, eFez succeeded in gathering empirical evidence on the influence e-government has on governance towards good governance.

eFez success has facilitated a growing interest in implementing Information and Communication Technologies (ICT) projects among political decision makers, civil servants and ordinary citizens.

The general public is becoming more and more aware of the urgent need to promote ICT diffusion within Morocco's governance structures, especially at the local level. For instance, citizens at Fez are voicing their needs to benefit from a similar electronically enabled service delivery in the remaining 33 BEC government offices. BEC employees and officers are requesting we extend the automation to additional BEC services. There is a growing interest in ICT projects among Morocco's decision makers at the city levels. An increasing number of decision makers in several cities of the kingdom have approached the research team with regards to their interest in having BEC electronically enabled service delivery deployed within their respective BEC governance structures. In this sense, eFez success has been communicating clearly the feasibility of building e-government system in a typical Moroccan context.

EFez's success was acknowledged at the national level, and awarded with the national prestigious prize "eMtiiaz 2006" for being judged to be the best e-government project in Morocco. In 2007 it won the Technology in Government in Africa Awards and the United Nations Public Service Awards. Web-site: <http://www.fes-city.com>

Session II

Innovations that Promote Trust in the Quality of Public Services

The impact of King Abdullah II Award on government performance and transparency in enhancing the service delivery of public sector in Jordan

King Abdullah II Award for Government Performance and Transparency emphasizes innovation as it is believed that a commitment to innovation can restore citizen's trust. It is the government's philosophy that innovations should be geared towards consistent, sustained reform, where each innovation becomes a best practice.

This presentation focuses on the improvement of service delivery of the public sector as a result of implementing the criteria of the above award for excellence. In order to achieve the objectives of this study, a survey regarding change was conducted to assess the framework of spreading the culture of quality as a prerequisite for the preparation phase of this award. In addition, in-depth interviews with leaders in charge of the transformation of public sector organizations have been undertaken. Leaders are managing change by adopting the award's criteria for self-assessment purposes; improving performance management in order to have better service delivery, and finally preparing their organization to become a winner of the award.

Performance Contracting, Kenya, 2007 United Nations Public Service Awards Winner

In Kenya, an extensive system of performance-based contracting has been put in place to address a style of public sector management that emphasized process compliance over results. Four years ago the Government embarked on implementing broad Public Service reforms, which were geared at improving efficiency and transparency. The reforms focused on various aspects, including performance contracting in the Civil Service, computerisation and implementation of the Public Officer Ethics Act 2003. So far, 4,000 public officials have been trained in the new approach. The

change was introduced in a set of pilot with sixteen state-owned enterprises in 2004. The effect was remarkable and unprecedented. The enterprises involved in the pilot recorded an increase in pretax profits of up to 282 percent over the previous year and 13 percent over the targets. Performance contracts have also proved to encourage responsiveness and accountability.

Innovations in Performance Management - From Government Performance to Governance Performance in the context of the Republic of Korea

The entrepreneurial spirit of government innovation has intrigued and enlightened many reform seekers in Korea. The efficacy of entrepreneurial approaches however appears limited in Korea. "It has been increasingly recognized in Asia that the government is incapable of shouldering the burden of improving performance without support from both civil society and the private sector, which must act as full governance partners" (2006 Regional Forum on Reinventing Government in Asia). This collaborative governance approach would improve transparency, enhance productive citizen participation in policy making process, and foster concerted efforts to explore governing strategies toward better governance and performance.

This presentation will discuss three performance management initiatives which represent the spirit of collaborative governance in Korea --- the Accountable Government Initiative, the Open Government Initiative, and the Senior Civil Service Initiative. These three strategies are critical milestones that would transform South Korea into an advanced democracy and governance in a sustainable way. Yet there are many obstacles ahead that could slow down or nullify the reform efforts. Reinventing government is a time-consuming task that requires re-designing a better system constantly and, more importantly, changing the organizational culture. More importantly, government performance is not simply a managerial issue but a governance issue because government performance depends on many governance factors that include government capacity, transparency, public-private partnerships, international collaborations, etc. Trust in government may be more correlated with doing the right things than doing the things right. Hence, the term of governance performance instead of government performance is used.

Session III

Innovations that Promote Access to Public Services

Citizen Assistance Service Centers and Mobile Bus (SAC), Bahia, Brazil **2004 United Nations Public Service Awards Winner**

The Bahia State Government has created SAC - Citizen Assistance Service centers, a pioneering initiative that made a true revolution in the concept of delivering public services. A SAC center is a One-Stop-Shop, full-service, multi-purpose complex with partners ranging from federal, state, and municipal agencies, as well as private companies, offering services that citizens most frequently need and use. They have been placed in convenient locations for the public, such as shopping malls and major public transportation hubs. SAC offers tremendous time savings, while delivering services with greater courtesy and professionalism. By horizontally integrating functions of public services, SAC gives the users the impression of a single system. A further benefit has been the reduction of government's overhead expenses since agencies pay much lower rents for space in SAC in comparison with the properties previously rented. To reach the most remote and deprived communities, the SAC system also includes mobile units: SAC Documents and SAC Health. They both deliver the most required services and have visited all the 417 municipalities of Bahia as well as native Indian communities within the State. By doing so, it delivers to citizens services they have never had access to before. At this time, the SAC system offers more than 500 separate services from 29 fellow agencies. In its eight years of functioning, SAC has delivered over 56 million attendances.

Web-site: <http://www.sac.ba.gov.br> or <http://www.sacnet.ba.gov.br>

Access to Pensions in Old Age to all Citizens through a Universal Pension, Mauritius

Mauritius has the simplest non-contributory pension: a universal benefit paid at a flat rate to all persons who qualify by residence once they reach a designated age. The universal pension is financed entirely from government sources. The universal pension pays a fixed sum according to the age of the pensioner. There is no income or asset test, no requirement to have participated in the paid labour force, and no requirement to actually retire from paid employment. Mauritius records apparent rates of coverage of 103%. There is no reported fraud in the universal pensions of Mauritius, so the high apparent coverage might be solely a result of underestimation of the number of elderly in the underlying demographic data. At present, they exist only in eight countries: New Zealand, Mauritius, Namibia, Botswana, Bolivia, Nepal, Samoa and Brunei. Only one country on this list (New Zealand) is a high-income country. Bolivia is the poorest country in South America and Nepal is one of the poorest countries on the planet. The other five countries are developing economies of Africa and Asia, with modest per capita incomes. The preponderance of low-income countries in this sample suggests the importance of administrative simplicity in developing countries. In each country pensions are paid to all who meet age, residency and (in four countries) citizenship requirements, regardless of other income they receive or assets they own. The qualifying age is 60 years in Mauritius and Namibia, 75 years in Nepal and 65 years in the other three countries. New Zealand requires pensioners to have completed at least 10 years of residency in the country, and Mauritius requires 12 years (15 if the resident is not also a citizen of Mauritius). Bolivia requires applicants to have been citizens residing in Bolivia on 31 December 1995. The other three countries require only citizenship and current residency, in addition to the age requirement.

Session IV

Innovations that Make Governments More Responsive

i-Governance Initiative, City Government of Naga, the Philippines United Nations Public Service Award (UNPSA) 2004

The *i*-Governance initiative of the city government of Naga is a “people-driven” program that promotes transparency, accountability and participation to, ultimately, enhance governance processes, local service delivery and city livability. The program is an example of how a small city uses various media—a citizens’ guidebook, the Internet, print and broadcast tools and text messaging-- to empower the citizenry and actively engage them in government policy-making, and program implementation and evaluation. Greater participation by ordinary citizens is the defining feature of *i*-Governance. For more than seven (7) years, Naga has been pioneering a system of partnerships and inclusive governance through the Naga City People’s Council (NCPC), the local federation of approximately 100 non-government and people’s organizations in the city. In fact, functional partnerships have powered most, if not all, of Naga’s outstanding innovations over the last decade. Generally, however, working partnerships are biased towards organized groups for practical and operational reasons. In the process, they unwittingly exclude the faceless, voiceless and unorganized segments of society, which are often the most vulnerable. *i*-Governance seeks to overcome this inherent limitation by opening wider avenues for participation of individuals in governing the city. By enhancing consciousness about performance standards, it has allowed Naga to “do more with less.” In fact, despite budget reductions in 2003, the city was able to more actively pursue its “growth” and “equity-building” concerns.

Responsive services engendered by the program— with Naga being chosen as an anti-red tape model and being voted, for two (2) consecutive years, as the most business-friendly city in the country--continue to lead to a 6.5% annual economic growth, and a household income which is 42% and 126% higher than the national and Bicol averages, respectively. With almost no budget increase, streamlined processes and adherence to cost standards have allowed the city government to meet growing demands for services to the poor (such as a 10% rise in the number of city hospital patients; and a 7.7% increase in enrolment in the public school system). i-Governance demonstrates that encouraging participation in governance processes and improving transparency through the free flow of information leads to a more accountable and responsive government, and fuels innovative approaches in city management.

Local Agenda 21-Turkey, Turkey

Turkey, spurred on by the UN Conference on Environment and Development (the “Earth Summit”) held in Rio de Janeiro in 1992, launched innovations in local government to *bring global concerns to the local level*. With a program called LA-21 that encourages local stakeholders to get involved in decision-making processes that were once centralized, Turkey is paving the way for a new local governance model.

Building upon the achievements of the project called “Promotion and Development of Local Agenda 21s in Turkey,” encompassing a number of pilot cities of varying sizes from all over the country, Turkey embarked upon a follow-up project in January 2000: “Implementing Local Agenda 21s in Turkey.” Basically, the aims of Local Agenda 21 (LA-21) processes are to engage and give voice to local communities to achieve sustainable development and improved service delivery. Partnership in the LA-21 Program (launched and coordinated by the United Cities and Local Governments, Middle East and West Asia) is open to all local authorities in Turkey.

Most of the local stakeholders in Turkey had few opportunities to participate in government or discuss global agendas. So the first step was to raise awareness about LA-21 processes through symposia at the city/province level. The partner local authorities are encouraged to invite all potential constituents of the City Council, as well as interested citizens so that local stakeholders would receive first-hand information on the concept and practical implementation of LA-21. Other partner cities are also invited to present their LA-21 activities to the host city.

Next, a “facilitation team” is set up to coordinate the establishment of the City Council, working groups and other platforms. Each platform starts to develop its own means of functioning, drawing upon the relevant experience of other partner cities. As the process gradually develops, the LA-21 General Secretariat and other coordinating bodies are put into place by local partners.

Under the guidance of LA-21, local communities in Turkey took on several goals: to strengthen the participation of women in social, economic and political spheres through a participatory approach; to provide services to minority groups by the establishment of neighborhood service chambers; to offer training and health services to disadvantaged women; and to sustain historical and cultural heritages by engaging citizens. Thus, based on community participation, involvement of local stakeholders, establishment of local partnerships and decentralization of local decision-making processes, the LA-21 Program is paving the way for a new local governance model in Turkey.

Tli Cho Community Services Agency, Canada 2007 United Nations Public Service Award Winners

In the early 1990s the Dogrib leadership became increasingly concerned about the quality of health and social services provided in their communities. The service did not meet the needs of the residents and they were not culturally responsive. Communities had to deal with increasing health and social problems. In 1996 the Dogrib treaty 11 Chiefs requested that the government allow them

to take over control of these services and integrate them into the existing school system structure. The government agreed. In 1997 the GNWT and the Dogrib Treaty 11 Council established a partnership and created the Dogrib Community Services Board (DCSB). The Dogrib Divisional School Board was expanded to include responsibility for the delivery of Health and Social Services. Board members were the elected representatives of the four Dogrib communities. This was the beginning of a new and unique institutional mechanism--the only one of its kind in the Northwest Territories. In the following years the Board and staff began developing what has become known as the Tlicho Model of Integrated Service. It is based upon: an integrated service delivery approach; a wellness model; refining the services to make them more culturally relevant; and a community development approach based upon identifying individual and community strengths and building upon them. In 1999 the representatives of the Dogrib communities held a series of meetings and create the vision and mission statement for the DCSB. In 2005 the Dogrib succeeded in negotiating their land claim and gain the right to set up their own aboriginal self-government under the Tlicho Agreement. The Dogrib Community Services Board became the Tlicho Community Services Agency. Within the past year the TCSA continues to refine and expand services and develop the Tlicho Model of Integrated services. It also continues to build capacity and develop its own people. At present more than two thirds of the agency's 200 staff are Tlicho citizens.

Session V

Innovations that Make Governments More Cost-Effective

e-Law - electronic law making processes, Federal Chancellery of Austria, Austria United Nations Public Service Awards Winner 2007

The Federal Chancellery is one of the first public authorities in Europe which has implemented a complete digital law making system. The system - called "eLaw" (Electronic law making processes) - allows the electronic involvement of all institutional stakeholders and interested parties during a law making process. It plays a vital role through the life cycle of a legislative act comprehending all stages of law making from the very beginning of the first draft to online publication of authenticated law texts (e.g. laws, regulations, treaties). The electronic law making system represents a fundamental cultural change. The legally authentic version of an Act is no longer paper based, but the electronically signed publication on the internet. The electronic signing of the legal texts warrants their authenticity and completeness. All Austrian laws are promulgated via internet and may be accessed free of charge. eLaw supports the following types of bills: Federal law, Regulation by minister, Regulation by cabinet, Governmental announcement, International treaty. The entire law making process was planned and is realized as a whole, allowing a frictionless transmission of data files of from one organization to the next without any media disruption; parallel processing by several organizations at once was made possible. The main aims of the project are: Continuous electronic support of legislation, Error prevention by elimination of duplicates, Recycling of data, Easier administration of different versions of documents, Implementation of a uniform layout, Support for legislative bodies, Official and authentic publication in electronic form only In the parliament an autonomous IT-system is used. Every bill has to be transferred from the Federal Chancellery (BKA) to parliament and - after parliament's decision - back to BKA. This transfer is facilitated by an open, XML-based interface and a secure connection. Following the parliamentary decision, the bill is further processed in the eLaw system and - in case of successful completion - promulgated on the Austrian Legal Information System. Use of the eLaw system is restricted to civil servants of the Federal ministries only. However, the general public has access to the draft bills, the government bills and to the Austrian Legal Information System free of charge.

